

**Brenda Minayo Mboku**

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**Certified Human Resource Practitioner**

**Professional Experience**

**Telkom Kenya Limited**

**HR Business Partner**

23<sup>rd</sup> May 2016 to date:

**Key Duties and Responsibilities**

**Acquiring the desired talent for the respective business units**

- Identifying core organizational competencies and individual capability requirements.
- Developing diverse, flexible, safe and alternative work arrangements.
- Conducting talent succession and retention planning.
- Installing Career development and employee assistance practices to assist employees manage their own career.
- Embedding the recruitment, selection and promotion methods to hire, orient and assimilate the desired talent.

**Engaging the workforce**

- Installing Performance Management systems that attune individual and team behavior with strategic direction of the business
- Linking total rewards to capability and performance.
- Contributing to the creation of recognition systems that reinforce strategic direction, core values and organization Competencies.
- Proposing flexible benefit programs to meet changing employee and employer needs.
- Dealing effectively with poor or inadequate performance / discipline challenges and grievances.

**Organizing High Performing teams**

- Understanding, designing and developing teams
- Developing unit team leaders and supervisors
- Developing programs that reward and reinforce teamwork

**Creating a Learning Culture**

- Embedding learning and intellectual capital quickly across the organization by all employees
- Providing feedback on HR measurements and driving the attainment of various HR KPIs within the business.
- Promoting the value of de-briefing and learning from our experiences, mistakes and successes
- Creating ways to encourage creative thinking and innovation within the business

**Facilitating Cultural Change**

- Engaging in a continuous process of communications, dialogue, discovery and assessment to deepen everyone's shared understanding of the organizations vision and desired culture verses its current status
- Shaping and developing collective management skills in support of desired culture
- Aligning and streamline all HR processes, programs and systems with core values, rules and strategic direction
- Designing and organizing structures and people management roles
- Developing strategic change experts, agents and capabilities of all employees to support and implement desired organizational changes

**Collaborating with stakeholders**

- Understanding, developing and maintaining strategic alliances and networks including outsourcing
- Maintaining positive people environment and competitive advantage in the marketplace

**Key Achievements**

- Successfully lead to transfer of over 200 employees to Outsourcing model.
- Led to recruitment of over 100 employees in line with the new strategic plan for the organization FY 2017/FY 2018
- Implemented BSC Performance Management systems that attune individual and team behavior with strategic direction, core values and Telkom Competencies that led to adoption of high performance culture
- Implemented Telkom redundancy exercises (three) successfully with a focus of aligning organisation resources with the right skills

## **Telkom Kenya Limited**

### **Head of Workforce Planning & Resourcing**

23<sup>rd</sup> May 2016 to 30<sup>th</sup> October 2017

#### **Key Duties and Responsibilities**

- Managed the full talent acquisition process including sourcing strategy; interviewing; reference checking; making offers to candidates; driving and delivering induction training.
- Worked closely with senior management to identify, develop and implement workforce departmental plans in line with the business objectives.
- Oversaw organization design, role analysis, profiling and evaluation to ensure jobs are aligned with business plans and help drive departmental and corporate objectives.
- Provided recruitment counsel and guidance to hiring managers and HR business Partners with hiring and employment data.
- Liaison with Heads of Departments to clarify routine recruitment and placement queries.
- Developed relationships with third party recruitment agencies and staffing firms and manage the procurement and measurement process.
- Managed onboarding plans to ensure they are consistent with organization plans.
- Prepared weekly/periodic recruitment reports as required in respect of HR dashboard reporting and making meaningful insights from data collected.
- Managed staff mobility process.
- Efficient management of HR Operations function which includes HR data management, Staff mobility and HRMIS system.
- Monitored activities for the Resourcing team to ensure objectives are met and follow-up on KPI's.

#### **Key Achievements**

- Identified core organizational competencies and individual capability requirement.
- Conducted job evaluation of 500 jobs that led to adoption of 180 unique jobs, redefined the roles, developed job descriptions, salary structures and defined pay structure for the organization.
- Implemented Robust Performance management tool.
- Developed organization EVP and redefined talent management guidelines, processes and procedures.
- Revamped onboarding and new hire assimilation approach that led to attraction and retention of talent.

## **Telkom Kenya Limited**

### **Resourcing Manager**

13<sup>th</sup> July 2015 to 22<sup>nd</sup> May 2016

#### **Key Duties and Responsibilities**

- Managed recruitment activities including liaison with recruitment agencies in order to ensure provision of a diverse talent repository for the business needs of the company.
- Implemented workforce plans for the organization including 3<sup>rd</sup> party within the outsourced companies in line with organization plans.
- Identified future talent needs and proactively developed talent pool by use of LinkedIn and other social networks.
- Developed relationships with third party recruitment agencies and staffing firms and manage the procurement and

measurement process.

- Prepared criteria for short listing of applicants in conjunction with recruiting departments.
- Conducted interviews beginning with prescreening interviews and selection and placement of suitable candidates.
- Prepared interview summary reports.
- Performed design and delivery of Induction/Orientation programs.
- Participated in external talent search events by developing college recruitment programs and attending career fairs and talks.
- Identified key talent among graduates drawn from various universities and liaised with the institutions where appropriate.

### **Key Achievements**

- Implemented Telkom organization structure and recruitment plans for 2016 leading to optimization of staff numbers with ERC reduction of 30% of the total workforce in liaison with Price Waterhouse Coopers (PwC).
- Improved employee engagement with an index of 76% that led to performance improvement of the organization.
- Efficiently managed HR Operations; implemented filing archiving system on HR data, HR reporting, and HRMIS system that led to increased HR operational efficiency

### **Deloitte East Africa Limited**

#### **Human Resource Associate**

1<sup>st</sup> September 2013 to 6<sup>th</sup> July 2015

### **Key Duties and Responsibilities**

- Provided support to East Africa on HR matters relating to Compensation and Benefits.
- Analyzed compensation and benefits offered by the Firm and ensured they were competitive and compliant with the legal requirements.
- Coordinated HR management of the outsourced companies in relation to recruitment, performance management, training, employee relations and compensation and benefits.
- Managed HR operations activities, exit process, staff mobility including coordination of companywide staff meetings/events.
- Provided counsel and support to Line Managers on employment legislation, terms and conditions of service and policies and procedures.
- Monitored and managed the relation between individuals either of the same team or from different teams through handling of general correspondences with line management and prompt resolution of employee's disputes and grievances.
- Worked collaboratively with other HR counterparts in the region to share and keep abreast with HR best practices.
- Team led Compensation and Benefits projects such as salary and benefits reviews and people security.
- Analyzed trends on how well the employees utilize their benefits and advising them on how to fully maximize the benefits offered.
- Liaised with internal & external service providers on issues related to compensation and benefits.
- Created and analyzed HR management reports pertaining to staff movements, exits, recruitments and salary changes on the company's payroll used for decision making by the Firm.
- Consolidated the performance rating and issue promotion and increments within the Firm.
- Conducted internal communication on HR matters to inform employees of benefits, compensation, and personnel policies relating to the same.
- Corresponded routinely with staff and prepared all staff support documentation and responded to queries from staff.

### **Key Achievements**

- Single handedly managed Outsourcing in HR management function (end to end) of the company with utmost professionalism and commendable performance track record. This included four multinational companies in different industries that outsourced their HR management function to Deloitte Ltd.
- On boarded two (2) startup multinational companies in Kenya and offered HR management support that complied with the Kenyan legislation.

### **Kenya Women Finance Trust - DTM**

#### **Human Resources Officer**

January 2010 to August 2013:

### **Key Duties and Responsibilities**

- Executed recruitment processes consistent with the Company's goals and business objectives as well as communicating HR policies and procedures.
- Prepared offer letters, promotion letters, and role changes while tracking performance reviews and thereafter issuing confirmation letters.
- Managed the on-boarding process and induction training for all new staff and provide on-going support to various functions by developing and implementing an effective induction process across the organization.
- Continuously assessed the performance process during the year to improve organization performance and development as well as succession planning.
- Identified training and development needs within the organization through appraisal schemes.
- Monitored and reviewed the progress of trainees through questionnaires and discussions with managers.
- Led and developed Human Resource's integrated system to fully maximize the functionality to retain and produce accurate, timely and legally compliant data reports.
- Executed recruitment processes consistent with the Company's goals and business objectives as well as communicating HR policies and procedures.
- Prepared and posted advertisements for vacant positions.
- Screened applications and performed reference checks to ensure the recruitment process was adhered to.
- Prepared recruitment tools with job relevant behavioral interviews and scoring methodology.
- Assisted with the provision of reporting requirements for the functions including recruitment records, turnover, offer rejection rate, and exit data.
- Prepared and ensured induction pack is maintained and kept up to date.
- Organized the establishment of consistent maintenance of personnel records electronically.
- Supported the learning function to develop and implement comprehensive learning and development interventions.
- Developed and produced management information data sets and reports relating to staff including establishment, turnover, vacancy rates, absence, equal, employment opportunity and recruitment statistics

### **Key Achievements**

- HR team lead towards the implementation of Employee Share Ownership Plan (ESOP) in the year 2012
- Team lead in the implementation of HRIS system for KWFT - DTM

## **CITI BANK N.A**

**Intern - Share Control Unit& Customer Service Department with Outsourced Company: Bob Morgan**

March 2008 to July 2008

## **Electoral Commission of Kenya**

**Temporary staff - Information Technology Department**

February 2007 to February 2008

### **Education**

- Master of Business Administration Degree course, University of Nairobi, (Project ongoing)
- Bachelor of Commerce Degree course- Human Resources, University of Nairobi, (2008)
- Higher Diploma in Human Resource Management Course, IHRM (K), (2011)
- Diploma in Computer Programming, Visual Basic Language, Zetech College, (2005)

### **Professional Training**

#### **Three Green Apples**

HR metrics (2015)

#### **IHRM**

Employment Contracts (2017)

#### **Brand Quad**

Employer Branding (2016)

#### **Global Careers Company**

East Africa Talent Agenda Series (2017)

#### **Mercer (2017)**

IPE Job Evaluation Methodology

Performance Management - BSC model

#### **Deloitte Limited**

Professional Service Forum (2015)

### **References**

**References available on request**