

## **SUMMARY OF MY PROFILE**

**Sarah Kiyingi-Kaweesa (MCIPD) - Nationality: British National**

**Chief Human Resources & Administration Officer – Uganda Telecom Limited**

I have gained experience within Private, and Public Sectors Internationally over the past 19 years dealing with Human Resources, Equality and Diversity issues, Organisational Development, Change Management, and Business Transformation, Strategy and Policy Development.

My key focus is mainly on the organisational Strategic Development, Business Transformation & Change Management, Policy development and implementation, project management, advising managers in all business development and HR related issues especially the development of new business ideas, and the retention of high calibre professional employees through the delivery of effective service, and the development of reward strategies.

### ***Professional Qualification:***

<b>2001 - Dec. 02</b>	<b>MA - Human Rights and Social Change - City University - UK (transferred to P, HD)</b>
<b>1999 - 2000</b>	<b>MA - Human Resources Development - Chartered Institute of Personnel and Development - UK</b>
<b>1997 – 1999</b>	<b>MA – Human Resources Management - Thames Valley University - UK</b>
<b>1996 – 1997</b>	<b>Graduate – Diploma in Human Resources Management - Chartered Institute of Personnel and Development - UK</b>
<b>1994 - 1996</b>	<b>Higher National Diploma in Business &amp; Finance (Pathway In Human Resource Management) - Greenwich University - UK.</b>

### **Key competencies include:**

- HR Strategic thinking and planning
- Organisation Development
- Business Transformation
- Policy Development & Implementation
- Staff Management and Motivation
- Quality improvement and Change Management.
- Development of excellent skills
- Performance Management

- Project management.

## **POSITIONS HELD:**

### **1. UGANDA TELECOM LIMITED – CHIEF HUMAN RESOURCES & ADMINISTRATION OFFICER – JUNE 2007 – TO-DATE**

I provide professional human resources inputs to the Uganda Telecom business strategy that creates and deliver shareholder values. I am also responsible for directing operational management of Human Resources and Administration Department within the framework of an agreed business strategy and to meet operational targets for return on investment, profitability and customer satisfaction.

Leading a team of HR managers in creating a viable Uganda Telecom human resources within a framework agreed by the Managing Director, creating a successful human resources department which supports investors' requirements for profitability. Meeting or exceeding business performance targets in areas such as return on investment, profitability and customer satisfaction, cascading performance objectives throughout the organisation, together with delegated authority and responsibility to deliver.

### **2. SKILLS RESOURCE CENTRE/HUMAN CAPITAL CONSULTANCY LTD – EXECUTIVE DIRECTOR (Founder) – NOVEMBER 2004 – MAY 2007 (Uganda):**

I am responsible for streamlining the business processes and strengthening management systems. I am the overall manager, heading; Marketing & Sales Department, Operations, Human Resources and Financial Operations. I am also responsible for Strategic Development and planning, policy development and implementation, project management and co-ordinating, advising managers in all business related issues. The organisation is handling consultancy contracts for Public and Private sectors across the region and I am the lead consultant for all assignments in Human Resources and Organisational Development as follows:

- **Tamoil East Africa (Libya Pipe line in East Africa) – July 2005 - Lead Consultant:**

Responsible for developing management systems, staff Rules and Regulations, Human Resource Management Information System, recruitment of all Technical and Support staff for the whole region. I am responsible for the development, implementation and monitoring of policies and procedures and conducts regular audits on all HR administration.

- **Mulago Hospital – February 2004 – December 2005 – Lead Consultant:** Developing Business Plan for the Private Wing, Developing of HR policies and Procedures, Restructuring of the Unit, Compensation and Benefits Designing, Redundancy Management and Exit Training, Training and Development Planning, etc.

- **Spear Group of Companies – January 2005 – April 2005 – Lead Consultant:**

Management of the Outsourced IT and Human Resources Department. I am fully responsible for the management of both department, handling all the recruitment, appraisal, HRMIS implementation, support and administration, Facility Management, Developing and implementing HR procedures, supplying IT Equipments and Maintenances, and any other related businesses.

- **WBS Television – February 2005 – todate (two hours a Day) – Lead Consultant :** I am assigned by The Chairperson of WBS Television Ltd to assist them in the assessing of the performance levels of all staff, and the organisation, strengthening the management systems, writing Staff Terms and Conditions and to develop set of Values for the Organisations and how they can be implemented. This assignment involves the; Review of Proposed Structure and Strategic Plan, Writing Policies and Procedures, developing Appraisal system, developing staff development plan, Probation, and Recruitment Policies and Procedures.
- **Phenix Logistics Ltd – January 2006 - September 2006 - Lead Consultant:** I was responsible for developing appropriate Human Resource Management framework for staff, providing consultative support to line managers and responding to customer/client driven training needs, by creating and delivering new training approaches, developing of Performance Related Pay Scheme, which addressed key organisational issues such as quality, performance management, Valuing Diversity, Management Development, and Change Management.
- **GM Tumpeco Ltd – July 2005 – September 2005 – Lead Consultant:** I was assigned by United Assurance to assist them in Restructuring of the Human Resources. Review of current structure and Business Plan, Assessment of Staff Competencies, One-to-One Interview, Behaviour Interviews, In-tray Exercise, Developing New Structures, Developing training Policy, Writing New Job Descriptions, Writing Capability and Sickness Policies and Procedures, Writing Staff Provident Scheme, and Recommendations on the way forward.
- **Kisubi Hospital – September 2005 todate – Lead Consultant:** Management of the Outsourced IT and Human Resources Department. I am fully responsible for the management of both department, handling all the recruitment, appraisal, HRMIS implementation, support and administration, Facility Management, Developing and implementing HR procedures, supplying IT Equipments and Maintenances, and any other related businesses.

### **3. Dehezi International Ltd – General Manager (on a Management Contract) – Jan. 2004 - Oct.2004.**

As General Manager for Dehezi International Ltd, I was responsible for Strategic Development and planning, policy development and implementation, project management and co-ordinating, advising managers in all Business and HR related issues, development of management Systems, reward strategies, developing and implementing the Training and Development strategy for all staff. I was also responsible for streamlining the business processes and strengthening our customer base.

### **4. POSTA UGANDA LTD – GENERAL MANAGER HUMAN RESOURCES (ACTING CHIEF EXECUTIVE) – JAN. 2003 – DEC. 2003 (Uganda)**

I had hands-on role with both strategic and operational responsibilities, advising on issues such as employee relations, recruitment, staff planning, salary reviews, policy development and

implementation and also undertake best practice HR projects on behalf of the business. I was the Change Agent, advised and supported unit managers in their successful implementation of organisation and operational change programmes, by being business focussed in shaping the values and culture of the organisation.

#### **5. LONDON BOROUGH OF MERTON UK - SENIOR HUMAN RESOURCES/RECRUITMENT ADVISER - 1997 – 2002 (UK)**

I was responsible for undertaking the Council through major changes, i.e., lead member of the change management that were taking place after the Labour Party initiative of introducing Modernisation Agenda and Best Value. My role was to promote positive employee relations and morale in the workforce, through employee and trade union consultations, timely planning and action to avoid compulsory redundancy wherever possible, and to ensure that, the process meet statutory obligations.

#### **6. CASTLEFIELDS GROUP - HEAD OF PERSONNEL DEPARTMENT - 1990 – 1996 (UK)**

Staff and Office Management, Developing recruitment and Selection Policy & Procedures, Advising Managers and Staff, Absence Management, Generate management reports, Carry out induction Training of all level of employees, Advise - disciplinary and grievance cases, TUPE transfer of staff under a number of contracts

Policy Development and Implementation, System Set-up, Recruitment and selection of employees up to Senior management level, Advising line managers and employees – Terms & condition of service, Generate management reports, Carry out induction Training for Junior Staff, Absence Recording and monitoring, and Monitoring of disciplinary and grievance cases.

#### **7. SHUBETT OF LONDON - PERSONNEL ASSISTANT - 1987 – 1989 (UK)**

Typing notes of meetings and general correspondence, General Personnel Administration, Recruitment and Selection of Junior Staff, Organising and Preparing Interview Exercises, Producing Staff monitoring Reports, Advise on basic conditions of service to line managers throughout the Organisation.

#### **Other Voluntary Responsibilities:**

1. **Co-chairperson of the Sub Committee for Human Resources Capacity Building - for Commission for Africa Forum – Uganda Chapter:** I manage and co-ordinate the activities of the committee and formulate national policy of the forum enabling it to excel in the provision of providing Training and Development for Ugandans, setting up Community Based programmes, advocating for the development of Social Enterprises, and other services to the satisfaction of community members and Donor Agencies.

2. **Chairperson for Kampala Management Consultancy Cluster Associates (KMCCA).**  
**KMCCA:**

- To run, maintain and improve the Consultancy processes and procedures to meet customers' requirements as defined by the members, through the whole territory of Uganda,
- To meet the technical quality standards for the delivery of Consultancy services, derived from customers' requirements at the value for money by means of increasing effectiveness and productivity of the Consultancy processes and –procedures.,
- To provide strategic direction for the Association
- To develop and implement strategic plans for the Association's activities.
- To lead and manage all activities of the Association, to manage the annual planning of the Association, and monitor the performance of the Association against set targets.