2018

HR
CHAMPIONS TALK
"An employee is a selling point"

Report 2018

CONTENTS

ABOUT ADVANCED ACCOUNTING LLC AND IBS

We are proud initiators of programs such as Colloquium on Accounting (CoA), The Young Leaf (YL), Corporate Leaders Conference (CLC), Afghan Girls Debating Program (AGDP), and HR Champions Talk. Each activity has significance of its own. The scope of activities vary from finance, management, social innovation, social change, peace building, debating, negotiation to role modeling.

Advanced Accounting LLC is a US based accounting and audit firm that has been serving its clients for more than a decade in the United States of America and Canada. With a team of experienced staff, Advanced Accounting LLC launched its Kabul branch in March 2016, which has been serving the market in the fields of Audit, Advisory, Event Management and Training & Development.

Institute of Business Studies (IBS) is our capacity building program which offers ACCA, FIA and other finance, management and accounting courses based on practical approaches. IBS also provides different workshops, seminars, and trainings in the areas of Accounting, Finance, Management and Leadership.

OUR SERVICES

- Audit and Assurance
- Advisory
- Strategic Communication
- Training and Development
- Business Development
- Event management

OUR INITIATIVES

- Corporate Leaders Conference
- Colloquium on Accounting
- Afghan Girls Debating Program
- HR Champions Talk
- Young Leaf

SINCE
2001
New York, USA

SINCE
2016
Kabul, Afghanistan

CONFERENCE OVER VIEW

HR Champions Talk, a one-day event, was successfully initiated by Advanced Accounting LLC and Institute of Business Studies (IBS) on April 2, in Kabul. The event, the first of its kind in Afghanistan, brought together 108 HR experts from 67 different organizations under one floor to discuss and review the importance of Human Resource amongst the existing and young emerging HR employees, expand capacity to address current HR common problems, discuss HR problems and draw concrete solutions for their resolve.

The event was based on presentations and round-table discussions.

Initially, H.E Ms. Nabila Musleh, Deputy Minister of Ministry of Women Affairs, discussed Women's Recruitment, Retention and Promotion. The first session was followed by a discussion on Role of Civil Service Reform in Good Governance by Ms. Muqaddesa Yourish, commissioner and member of the Civil Service Appointment Board of Independent Administrative Reforms & Civil Service Commission. The third session was delivered on HR Practices in Afghanistan by Mr. Mohammad Khalid Arshad, HR Director General of Ministry of Education. Moreover, Mr. Lutful Kabir, Country Director of International Medical Corps (IMC), delivered a presentation about HR Development is Pivotal to Organizational Effectiveness. Finally, Mr. Abdullah Stanekzai, a freelance HRD consultant, delivered a presentation on HR Beyond Hiring and Firing.

Gaining use of the event, participants also networked exchanging thoughts and impressions on HR topics through a networking session.

The conference eventually ended with certificate distribution to all the participants. Mr. Riyasat Ali, the General Director of Advanced Accounting LLC, also presented honorary awards to the speakers of the event thanking them for their untiring efforts and contribution towards the event.

RIYASAT
ALI
GENERAL DIRECTOR
ADVANCED ACCOUNTING LLC

04

ABDULLAH
STANEKZAI,
FREELANCE HRD CONSULTANT

HR BEYOND HIRING & FIRING

Looking into the history, experience and practices, we come to realize that management science just like other sciences is developing and experts are constantly engaging in in-depth study and development towards the field. When we talk about the changes and development of management in whole, the management of human resource is no longer an exception. The history of human resource management is said to be very humble, limited and operational because of its focus on attendance management, recruitment management, performance appraisal management and similar activities, but the present of human resource management is both positive and challenging, and it presents the profession with more opportunities as compared to the past. The working area of HR is expending dramatically and professionals are being involved in more meaningful and productive activities, because HR today doesn't mainly focus on hiring and firing; it goes beyond that which is the WAR FOR TALENT.

Bersin believes that companies and HR professionals can win the WAR FOR TALENT if they struggle for MEANINGFUL WORK where employees as whole feel a sense of belonging, GREAT MANAGEMENT where employees are managed through a management development and performance process and no doubt that putting all this together requires investment, time, patience, and continuous support in good and bad times, FLEXIBILITY IN WORK ENVIRONMENT through positive reinforcement or inclusion in the work environment, CAREER MOBILITY AND OPPORTUNITIES FOR LEARNING AND DEVELOPMENT particularly in the first 05 to 10 years as if they don't feel this, they may not stay with you for a longer

period and the last point is the QUALITY OF LEADERSHIP where the diversity has worked a lot for top companies recently and this is the reason the companies think of brining females to the executive positions. Beside the current focus, Bersin believes that in the years to come, companies and HR professionals will also think of working on SIMPLIFICATION as employees and talented heads are tired of too many emails, calls, procedures, meetings and so forth, or in simple words "too much everything", and the second and important area is HR AS A STRATEGIC PARTNER where HR won't be seen as a support function dealing with payroll, administration and compliance, but the backbone of organizations working on people management and creating a positive and productive environment.

Accepting the HR transition, war for talent, and the strategic prospective, we can't deny that it is not only the process of hiring talented heads but also maintaining them. Companies today around the world are faced with BRAIN DRAIN where they lose their top heads and strategic thinkers/workers mainly because of low-working standards, poor-work quality, lower pays, less access to technology, resources and information, unstable organizational conditions and etc. BRAIN DRAIN is a growing concern in today's 'war for talent' for many emerging & sustainable organizations not only because of the loss of considerable resource or because they simply quit but also because of the direct benefit accruing to the competitors in the market. Companies today need to recognize that they compete with other companies for quality manpower so it goes safe to say that the strategy of organizations and HR professionals should be the proper management of BRAIN DRAIN. There are various causes of BRAIN DRAIN or employee turnover in organizations that are experiencing it but some of the common ones are highlighted as below:

• People don't leave jobs, they leave managers because of poor management;
• A lack of growth opportunities and promotions because of the misconceptions of managers;
• Better jobs don't pay well but provide a professional environment;
• Recognition and reward matters to the employees performing well;
• Overworked by mountains of operational and easy tasks and not challenging your talented heads in organizations;
• A balance in life and work is must but some companies don't allow employees to clock out after close of business day;
• Over-working in the shape of occasional overtime is justifiable but if the tradition is expecting employees to respond after the closure of business day or in weekends, it is basically a disaster for individuals and organization;
• Stuck in a rut for employees having talent of doing big things but not seeing any opportunity because of prejudice or poor management;
• Office politics which is considered as a nightmare for many employees;
• It is not only the matter of a job but a career and managers define everything

from their own prospective and don't have a clear progress path;
- Micromanagement is the root of many problems;
- Poor managers show empathy only when they need an employee for self-interest;
- Keeping employees in the dark and following out-dated model of management and leadership;
- It is very frustrating to watch an undeserving individual receiving the promotion;
- Boiling employee's creativity because of office politics or fear of promotion;
- Lack of job support and training;
- Hiring slackers while believing that you can build their capacities;
- Unclear job profile and future;
- Talented minds get tired of arguing their position and stand;
- Creative and talented employees can't work in hidebound and slow-moving organizations;
- Underpay relative to the market or skill of an individual;
- Knowledgeable and creative people like to move faster than the organization's structure;
- Managers forget that employees don't work for them or company only, they work for themselves as well;
- Lack of independency by connecting your right employee with a wrong one;
- Your office culture may be a dream place for some employees but not for all;
- Managers unnecessarily and unprofessionally challenge the skills and profession of their employees; and
- Unacceptable values created by managers.

THE POINTS

mentioned above indicate why good employees quit but sometimes it gets a bit difficult to recognize your

GOOD
EMPLOYEES too.

DEVELOPING SKILLS AND FINALLY

DIPLOMATIC

UPBEAT

FRIENDLY, FUNNY, BOLD AND OPEN

GIVING CREDIT TO OTHERS IN PROFESSIONAL AND TRUE MANNERS

NAP (NON-ANXIOUS PRESENCE)

TECH SAVVY **POSITIVE ATTITUDE**

COMPETITIVE

NATURALLY SKILLED OR LEADERS

SOLUTION FOCUSED INSTEAD OF PROBLEMS

HONEST

ACTION-ORIENTED

SELF-MOTIVATED

INDICATORS THAT DIFFERENTIATE

GOOD EMPLOYEES FROM OTHERS:

EFFECTIVE COMMUNICATOR TEAM-ORIENTED

AMBITIOUS

HARDWORKING

AGILE

PASSIONATE

INITIATOR / CREATIVE

SUREFOOTED

MODEST

AWARE

RELIABLE

FLEXIBLE

CULTURE FIT

INTELLIGENT

SUCCESSFUL

RESILIENT

SERVANT HEART

MARKETABLE

HELPING / GUIDING OTHERS

LIKEABLE

PRIORITIZING SKILLS

AUTONOMOUS

SENSE OF URGENCY

DISPLAY LEADERSHIP

STRONG WORK ETHIC

AVOID GOSSIP

CRITICAL THINKER

SUCCESSFUL SELLER OR NEGOTIATOR

CHALLENGING THEMSELVES

DISCIPLINED

LEARNS FROM MISTAKES

MULTI-TASKER

GOOD LISTENER

PUNCTUAL

Above mentioned points are the indicators of good & successful employees who are liked and appreciated by individuals, colleagues, supervisors and clients but sometimes managers get afraid of them as well. Below you may find why aren't the good employees tolerated by some managers who they like to hire and who are basically poor managers:

- They are afraid that he/she might know more than they do;
- They don't want him/her to steal their thunder or get acknowledgment they want for themselves;
- They don't want to deal with his/her likely requests to improve systems, make better decisions, and generally change the way they do things;
- They don't want a person with strong opinions;
- They don't want to have anybody in the department who might challenge them;
- They don't want to hire employees with more competencies, and those who can add more values to the organization; and
- They don't want to hire anyone who might someday take their role.

THEY BASICALLY HIRE:

- People they can easily frighten into submission when necessary;
- People with whom they can play office politics; and
- People who have attitude akin to them.

POOR MANAGERS:

- They invest in micro-management for self-interest;
- They win by telling lie to customers, clients and subordinates;
- They bring personal stories to get the support of people and lack real skills and talents;
- They criticize a lot but can't coach;
- They have fake communication style; and
- They overlook their employees' suggestions and notions.

Now it is very clear that the strategy for organizations remain to maintain top heads within organization and compete in the market. Below are some key strategies through which you can maintain top employees in your workplace:

- Conduct proper onboarding and orientation for a better tomorrow;
- Provide new comers with mentorship to help them understand the mutual shared values;
- Provide them with appropriate recognition and reward system as employees love the feeling when they are appreciated and praised;
- Conduct frequent training and development workshops for all employees;
- Maintain open and honest lines of communication and feedbacks;
- Deal with changes effectively not forcefully;
- Foster teamwork for better achievements;

- Establish clear-cut expectations and policies;
- Offer truly beneficial package;
- Provide meaningful work to employees based on their ranks, experiences, and skills;
- Understand why employees' stay is very crucial;
- Maintain proper and professional employee relationship strategy;
- Encourage innovative ideas;
- Apply friendly competition; and
- Have an employee voice.

Now that the employee retention strategy is clear, we need to understand the advantages of retaining them. Below are some key advantages of retaining your employees:
- Increased productivity;
- Enhanced motivation;
- Less absenteeism;
- Increased revenue;
- Increased morale;
- Weaknesses are addressed;
- Consistency in work;
- Good reputation and profile for company;
- Risk management;
- Being very selective in the market; and
- Skilled manpower

To sum up, we can say that HR department is in a transition stage from administrative and operational to bold, innovative and effective role where they help the companies in generating better revenue. Well-managed organizations believe their employees are their selling points and that's why employee retention and employee job satisfaction remains a priority for them while poorly-managed organizations and managers believe that they are evaluating employees but forget that they are also being evaluated by the employees.

LUTFUL KABIR
COUNTRY DIRECTOR
INTERNAL MEDICAL CORPS

HUMAN RESOURCES DEVELOPMENT IS PIVOTAL TO ORGANIZATIONAL EFFECTIVENESS

A. There is a universal belief that:

1) Organizational effectiveness is directly proportional to employees' effectiveness;
2) Employees' effectiveness is directly proportional to HR Department's effectiveness; and
3) HR Department's effectiveness is directly proportional to Senior Management's attitude towards the HRM/HRD aspect of the organization.

What worries me more is the 3rd point where it is referring to Senior Management's attitude towards HRM/HRD aspect, which in many instances, has been observed to be poor or very poor. This will continue to prevail if the Senior Management of an organization is unwilling to believe that -

1) HR Department is the most important segment of an organization as they deal with the most important resources of an organization;
2) They usually face myriad of extremely difficult challenges, some of them are
i. Recruiting right PERSON in a right TIME in a right MANNER;
ii. Retaining talents and leveraging human competence (Lacks HRD);
iii. Ensuring positive culture in workplace – change management

relationship management and so forth;

iv.   Ensuring Organizational VISION, MISSION and VALUES are well-respected in all phases of the organization's life;

v.   Juggling with diversity – vary mental map;

vi.   Ensuring communication between the departments and/or individuals (dialogue culture);

vii.   Developing and sustaining knowledge-sharing Portal or Avenues;

viii.   Peer outside pressure to hire, promote, or transfer; and

ix.   Lack of well-articulated HR Policy & Procedure Manual.

3)   What we generally call a business problem is ultimately a HR issue. Thus, the Senior Management of an organization should ensure that all the Managers of the organization must develop the innate ability to see the human resources implication in every business-related issue.

These concerns may look simple but they are not. They would need undivided attention of the Senior Management of the organization, and their commitment, to make HRM/HRD the fulcrum of institutional-performance development.

Given that a common pitfall is that Managers, in general, are directly responsible for managing large pool of employees without any HRM skills, I would suggest two initiatives – one internal and next external.

INTERNAL - MANDATORY HRM COURSE FOR MANAGERS

All organizations must develop – by themselves or through outsourcing, a comprehensive HRM/HRD course of about 6 months long (4-5 hours a week) and make it mandatory for Managers of all categories to participate and qualify the course. No employee should be promoted to the rank of a Manager, where s/he would be expected to manage human-resources, unless s/he is the alumna of this mandatory HRM/HRD course. Likewise, those who are already Managers or are ready for senior management slots, must also graduate the course without exception.

The course is principally an on-the-job training course and covers all aspects of HRM/HRD. The organization must allocate time for the employees for self-study, where they can study in a classroom set up and face exams. If an employee fails to qualify in 3 attempts, s/he should be considered for (i) separation from his/her job or (ii) job re-classification. Under no circumstances the requirement to qualify the course by a Manager or a to-be a Manger be undermined by any layer of bureaucracy of the organization.

EXTERNAL – ESTABLISHMENT OF AN 'INSTITUTE OF HR MANAGEMENT'

The Government should establish and support an 'Institute of HR Management' in all major cities of Afghanistan under the Ministry of Education or any other appropriate Ministry. The Institute will offer all possible short-medium courses, on HRM/HRD, round the year. The objective of the Institute is two pronged. Firstly, it would be used like a walk in clinic, i.e. the Institute will offer tailor-made courses and anyone can enroll as he/she desires and as appropriate. Secondly, it will offer structured/mandatory HRM/HRD courses for the Managers and to the 'Potential Mangers' of the Public and Private Sectors (reference INTERNAL above).

In conclusion, the Senior Management of the public and private sectors must be exposed to the larger picture of the HRM/HRD issues, and no one should be allowed to manage human-resources unless he/she is qualified to do so. This will substantially reduce or ease the challenges faced by the HR Department in particular and the organization in general, as elucidated under B.2 above.

MUQADDESA
YOURISH
COMMISSIONER AND MEMBER OF THE CIVIL SERVICE APPOINTMENT BOARD
INDEPENDENT ADMINISTRATIVE
REFORMS & CIVIL SERVICE COMMISSION

IARCSC has prepared a preliminary list of those eligible to participate in a mass recruitment examinations for 9,000 grades, 5 and 6 positions in ministries and other government institutions. It also implies for 8,700 posts for teaching that had been previously announced for open recruitment. Disaggregated by grade position, province, and examination field, the list had been published and announced."
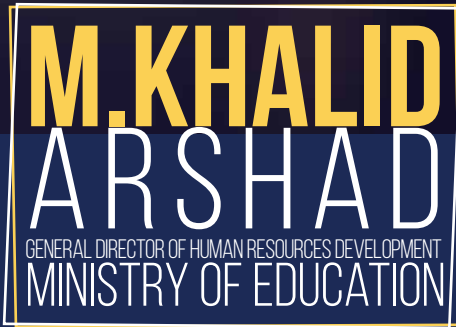
M.KHALID ARSHAD

GENERAL DIRECTOR OF HUMAN RESOURCES DEVELOPMENT
MINISTRY OF EDUCATION

HUMAN RESOURCES PRACTICES IN AFGHANISTAN

INTRODUCTION

Human Resources Management is a fundamental and critical component in each organization, Human Resources Management treat employees as a strategic asset of the organization, the main objective of HRM is to recruit competent and qualified people to the correct positions in the organization; their competencies should be developed and improved to perform their activities effectively and achieve the organizational goal.

Human Resources management is a new phenomenon in Afghanistan's public administration system, and is implemented in high, middle and low level management; based on organizational structure. Main activities of the HRM in Afghanistan include:

1. Organization: Job creation, analysis and classification
2. Recruitment of Human Capital
3. Development of Human Resources
4. Training and development of the employees
5. Employees Relation, conflict resolution, hygiene and etc

Considering the recent developments and challenges to the Human Resources Management; Afghanistan has passed an ascending process. Initially the employees were treated as an organizational tool, and there was no attention is payed to an employee's health, welfare and security. The classical approach has been effected the human resources and has minimized the performances.

Human Resources Management is indeed a bridge between organization, employees and their responsibilities. Skilled and competent citizens play a significant role in stimulating and provoking of good governance in Afghanistan.

Besides it would assist Afghanistan to be sustained, developed and be ready to effectively manage the resources.

After 2008 major changes took place in HRM in Afghanistan; the classical personnel management approach transitioned to modern HRM which was considered to be a great evolution in the field of HRM in Afghanistan.

HISTORICAL BACKGROUND AND EVOLUTION OF THE HRM

Overall six occurrences have played significant role to the evolution of the HRM which are as follows:

INDUSTRIAL REVOLUTION:

Industrial revolution in England has considerably increased the labor need in industries, however, conflict among classes and neglecting the human value and emotions were the major challenges in that era; even children had to work 16 hours per day.

LABORS MOVEMENTS:

Labor movements took place because of injustice on labors during the industrial revolution in England; the movement triggered many protests and strikes after 1799, but the employers had been suppressing them by government support, finally in 1842 the labor movements were legalized and given the license to defend the labors rights (before that, they were considered as conspirators and had been suppressing).

SCIENTIFIC MANAGEMENT MOVEMENT:

Tylor, the founder of Scientific Management, after a deep study, proposed four points as a principles of Scientific Management 1- Management should be scientific 2- selection of labors should have a scientific base 3- Training of the labors should have a scientific base 4- There should be a friendly and intimate relation between employer and labor.

INDUSTRIAL PSYCHOLOGY:

Mansberg believed that some employees perform some activities better than others; in his studies he was trying to identify that how can we select best people for a work and get best results.

HUMAN RESOURCES SPECIALISTS:

Between years of 1880 to 1920 it was agreed that Human Recourses is the profession which includes the following activities; 1- Recruitment and Selection 2- Welfare of the employees 3- valuing the work(wages) 4- Security of the employees 5- Health and training of the employees, this school is the foundation of the modern HRM.

EMPLOYEE RELATION SCHOOL:

Mayo, the founder of this school, believes that production rate is closely related to group or team work, according to him, right job design, right training and motivation would directly impact on production or output.

HUMAN RESOURCES MANAGEMENT IN AFGHANISTAN
HUMAN RESOURCES IN PERSONNEL MANAGEMENT FRAMEWORK BEFORE 2008:

1-   Classical system of recruitment, people were recruiting based on their application;
2-   Considering the employees as an organizational tool;
3-   No justice in salaries (employees were getting different ranges of salaries though some of them were at the same level and performing similar tasks;
4-   Promotion was without appraisal, after each three years;
5-   No performance appraisal system;
6-   Lack of a reliable structures in organizations; and
7-   Lack of a training and development mechanism.

Human Resources Management in Afghanistan after 2008:
1-   Developing comprehensive laws, polices, rules and regulations in the field of HRM;
2-   Developing mechanisms, guidelines and procedures in HRM;
3-   Implementing reform in administrative system of Afghanistan;
4-   Modern recruitment system based on open competition;
5-   Review old and ineffective structures;
6-   Developing capacity building mechanisms;
7-   Considering the employees as a human capital;
8-   Initiation of job security; and
9-   Establishing performance appraisal mechanisms.

HUMAN RESOURCES MANAGEMENT ENTITIES BASED THEIR SCOPE AND WORKLOAD IN CIVIL SERVICES OF AFGHANISTAN

General Directorate (1st Grade):
When there are more than 2000 employees in any governmental organization, there is a General Directorate in that organization e.g. MoE and MoHE;
Directorate (2nd Grade):
When there are between 700 to 2000 employees in any governmental organization, there is a Directorate (2nd Grade) in that organization e.g. MoEA, MRRD, MoF;
Human Resources Officer (3rd Grade):
When there are lower than 700 employees in any governmental organization, there is an officer level (Amiryat of 3rd Grade) in that organization.

ACHIEVEMENTS ON HUMAN RESOURCES IN AFGHANISTAN
RECRUITMENT:

1- New policies roles, regulations, procedures and guidelines have been developed;
2-   Implementation of new recruitment processes; and

3- Recruitment based on open competition (PAR1, PAR2, PRR and CBR);

PERFORMANCE APPRAISAL:

1- Developing new performance appraisal mechanisms;
2- Introducing new performance appraisal system in central and provincial level;
3- Publishing 2100 copies of performance appraisal guide book;
4- Developing performance appraisal strategy;
5- Developing performance appraisal annual plan; and
6- Build a mechanism to effectively monitor the performance appraisal process.

TRAINING AND DEVELOPMENT:

1- Developing a capacity-building strategy;
2- Building capacity-building mechanisms and annual plans; and
3- Introducing employees to short-term, mid-term and long-term courses in national and international institutions.

ORGANIZATIONAL DEVELOPMENT:

1- Developing a reliable structure based on work scope of every organization at central and provincial level;
2- Coding of the positions; and
3- Developing ToR for every position.

EMPLOYEES RELATION:

1- Developing code of conduct for civil services employees;
2- Developing Grievance Redressal Mechanisms; and
3- Establishing conflict resolution entities within the HR structure.

EMPLOYEE RECORDS:

Developing databases to keep the records of the employees.

CHALLENGES TO THE HUMAN RESOURCES MANAGEMENT

CAPACITY CHALLENGES:

1- Lack of professional and technical employees in terms of human resources management;
2- Organizations are surrounded by aged people and there is no attention and will to recruit young employees;
3- Less technical and professional knowledge of HR managers;
4- No attention to international approaches of HR.

POLITICAL CHALLENGES:

1. Lack of political support from government leadership and senior officials from HR departments;

POLITICAL CHALLENGES:

1. Lack of political support from government leadership and senior officials from HR departments;
2. Direct inference and influence of leadership and senior officials in the recruitment, appraisal, punishments and rewards processes;

3. No obedience of the roles and regulations from senior officials or leadership.

TECHNICAL CHALLENGES:

1. Small number of the operating staff have learned HRM professionally;
2. Lack of appropriate working environment;
3. Application of classical approaches in HRM; and
4. Lack of a comprehensive Human Resources Management System.

Recommendations

IN TERMS OF CAPACITY BUILDING:

- Training young and committed people for the future of HRM and civil services;
- Initiating and developing HRM professional organizations;
- Sending out HR personnel to professional courses, programs and scholarships; and
- Conducting trainings for middle level managers.

IN TERMS OF POLITICAL SUPPORT:

- Initiating a pathway to gain political support of the senior officials;
- Avoiding the political interference;
- Raising the awareness of the leadership regarding importance of the HRM; and
- Equal law enforcement to all with no exception.

IN TERMS OF TECHNICALITIES

- Providing facilities to gain HRM knowledge professionally;
- Providing a better working condition and environment;
- Adapting an international HRM approach; and
- Developing HRMIS.

NABILA
MUSLEH
DEPUTY MINISTER
MINISTRY OF WOMEN AFFAIRS

Women's participation in civil services reaches at 22.5% while it was hoped to top 30% during the past seventeen years."

STATISTICS

116 PARTICIPANTS

75% MALE   **25%** FEMALE

69 ORGANIZATIONS
ACROSS AFGHANISTAN

5 SPEAKERS

EVENT

HR CHAMPIONS TALK 2018

FEW ATTENDEES

of

HR
CHAMPIONS TALK
"An employee is a selling point"

Baseer Farahi
Human Resource Director
Afghan Wireless
Communication Company

Ashoqullah Halim
Senior HR/Travel clerk
UNOPS

Zaheer Noori
Civil Activist
Youth Politician

Massoda Zeb
Specialist/ public Policy and
Good Governance
Second Vice President
Office of Islamic, Republic of
Afghanistan
I

S. Bashir Ahmad Sadat
IT Manager

Da Afghanistan bank

Mohammad Amiri
Vice president
Voice of People Organization

M. Ibrahim Waziri
CEO
KECL

Baz Ali Hussainy
Analyst, Learning and
Development
Aga Khan Agency for
Habitat/ Focus Humanitarian
Assistance, Afghanistan

Mariam Rahmati
HR Manager
MRRD

Qiyamuddin Sirat
Human Resource Analyst
Focus/ Aga Khan Agency for
Habitat

Mahdi Gowhari
CO- Founder
Afghanistan Project
Management Center

M. Kazim Haidari
Communication officer
Afghans for Progressive
Thinking

Abdul Matin Hakemyar
HRD Executive Officer
Ministry Public Works

Zakia Roshan
HoD Gender and youth
Second Vice President Office

Meisam Qasemi
Managing Partner
Searchpath Kar Ara

Zabihullah Barakzai
Admin and Logistics Manager
Samuel Hall

24

Hikmetullah Nabiyar
Admin Officer
Blue House Group of
Company

Sakina Hassani
Human Resources officer
Hagar international

Edris Haidari
Logistics and HR Manager
AFGHANITE Geo& mining
engineering services

Samim Zewar
Founder and Director
Future Job Agency

Ali Khavari
Translator
FMFB-A

ZakirullahZaki
Learning and Skill Develop-
ment Expert
Freelance Trainer

Faqer Mohammad
Admin Officer& H.R
Rebuild Consultants

Nargis Azizshahy
Co-Founder
iCafe

Abdul Wahab Bakhtiary
Reform Advisor
Ministry of Education

Naeem Malang
Data Entry
Central Passport Department

Abdullah Nasery
Deputy HR Manager
State Crops

Hadisa Gowhari
Managing Director
Searchpath kar Ara

S. Abdul Wahab Hashimy
Human Resource Director
Greenwich Consulting&
Support Services

Aman Shadab
Human Resources Specialist
IDS HAMKAAR

M.Nasim Jafari
Head of HR
ATR Consulting

Obadiullah Bahadori
Culture and social affairs
assistant specialist
Second Vice President office

Mahboobulah Binawa
Reporting General Manager
ARCS

Nickbakht Alizadah
Manager
KHATAM-UL-NABEEN

M. Abid Qayumi
HR Director
Blue house group of
company

Sharifa Sarwari
Associate HR Officer
BRAC

Sahir Sherzai
Auditor
AZYM consulting

Rabiullah Stanekezai
Officer
ABC

Abdul Naseer Sidiqqi
Human resource Associate
UNOPS-AFOH

ZiaUllah Mujaddedi
HR Associate
UNOPS

Hooria Faizi Sardarzada
Expert at Senior Advisory
Office of President in United
Nations Affair

Razia Arefi
Country General Manager
Mother for Peace

Nissar Ahmad Aliyar
President Assistant
Tech Nation

Sher Shah Mehrezad
Senior Financial Manager
Afghanistan Holding Group

Enayatullah Azad
Media/ Information and
Advocacy Coordinator
NRC

M. Musa Faizi
General Manager of Recruit-
ing Contracted Staffs
Ministry of Public Works

Fardeen Yusofi
Project assistant
Aghaez professional services

Abdullah Haneef
Admin officer
Al-Hayat Hospital

Training Courses: Each of the 20 courses listed below is a one-day course;

1. The Essential Art of Communication
2. Emotional Intelligence: The Power of Effective Communication
3. Roots and Causes of Conflict
4. Creative Ways to Resolve Conflict
5. Dealing with Angry People (Anger Management – your own and others)
6. Managing Life Well
7. Managing & Supervising People
8. Managing Your Time Is Leading Your Life
9. Critical Thinking in Decision Making
10. Creative Problem Solving
11. Excellent Customer Service
12. Cross-cultural Complexities & Strategies for Innovation
13. Understanding Leadership
14. The Power of a Leader
15. The Skills of a Leader
16. Building Effective Teams
17. Leading Change
18. Empowerment: Coaching & Mentoring
19. Gender Awareness
20. Confidence Building Skills

Trainer's Profile:

Barbie Reynolds is the Managing Director of Rebuild Consultants & who is leading this course with Afghan facilitators. Her long association with Afghanistan started in 1967 when she first came to this country. Barbie has pioneered both government and non-government-funded skills. Her skill in delivering culturally sensitive programs that produces real change has resulted in her delivering training in India, Africa, Europe and the United States. Since 2003, Barbie and her husband, Peter Reynolds, have been working in Afghanistan developing consultancy, training and coaching that enables others to reach their potential. Barbie is a Certified Professional Coach and Energy-Leadership Master Practitioner.

OUR TRAINING PACKAGES

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1. Planning for Human Resources
2. Performing Effective Job Design
3. Recruiting for Key Management Positions
4. Managing HR Communication
5. Establishing Compensation and Benefits
6. Appraising Performance
7. Organizing for Successful Training and Development
8. Retaining Top Employees

Trainer's Profile:

Abdullah Stanekzai received his MBA with HRM specialization from Pakistan. He has received one year specialized diplomas in the field of Office Management, IT, Business Administration, HR Management, International Business Communication, and TEFL from Trade Testing Board and Skill Development Council of Pakistan. He has performed jobs in the fields of Education, HRM, HRD, Training, Communication & Coordination, Monitoring and Evaluation and Project Management with Universities, Professional Institutes, Governmental Organizations, International Organizations including UN and Training Providing Firms for almost ten (10) years in Afghanistan and Pakistan. He is currently serving IBS as part-time HRD Consultant. He is a freelance BE/IFC/World Bank Group Trainer, Trainer of Trainers, Course Customizer, Trainer Assessor & Material