COMMONWEALTH
TELECOMMUNICATIONS
ORGANISATION

Middlesex
University
London

HUMAN RESOURCES
& ICT FORUM 2022

ADAPT, INNOVATE AND EVOLVE:
THE ROLES OF HR AND ICT

25–26 May 2022 • London, UK

cto_ict

commonwealth.telecommunications

commonwealth
telecommunications
organisation

EVENT REPORT

Contents

Executive summary

The Commonwealth Telecommunications Organisation Human Resources & ICT Forum 2022 (HR&ICT 2022) was held in London over three days from the 25–26 May 2022. This year's theme was *Adapt, innovate and evolve: The roles of HR and ICT*. The purpose of the forum to encourage organisations in the post COVID-19 era to foster a culture of innovation and resilience to ensure competitiveness in an ever-changing climate.

The forum was structured around six sessions and several case studies. The sessions included presentations from several subject experts that addressed Business Transformation to enhance organisational efficiency, HR Strategies for Transformation, Technologies for Evolving Organisations, The Inextricable linkages between HR and ICT, the workforce and workplace of the future, and rules for data use that can be embedded in strategy planning and implementation.

The forum was a hybrid event, held both online and in-person at Middlesex University and was attended by Human Resource Practitioners, Organisational Development Practitioners, ICT Stakeholders, Executives, Operational Managers and Students. Participants came from several countries all over the world.

Introduction

In today's dynamic and fluid market environment, the key to any organisation's survival will be rooted in its ability to adapt, innovate, and evolve, in a tumultuous era of uncertainty. It will be important for every organisation to re-examine its mission to ensure its continued relevance and to adapt to be effective in delivering the products and services required in the marketplace. Adaptation will require the organisation to innovate, to be creative in differentiating itself from the competition and transforming its systems and processes to achieve operational efficiency and effectiveness as it evolves.

The role that Human Resources (HR) plays in this process is significant. In addition to enhancing skillsets and cultivating an engaged workforce, HR practices must be forward-looking and closely aligned to fulfilling the mission. Greater use must be made of data to inform the executive leadership team and provide information to support sound decision-making for operational effectiveness.

The pace of technological innovation has been unrelenting, impacting every industry and sector, and organisations must seek, as part of their evolutionary planning, to integrate information and communication technologies (ICT) to transform their processes to remain relevant, resilient, agile, and competitive. Innovation is a catalyst for the fulfilment of development objectives. Without innovation, organisations will stagnate and be left behind by competitors that innovate by embracing technology, upskill their work force and use data for decision-making.

Click here to view photos from the event

flickr
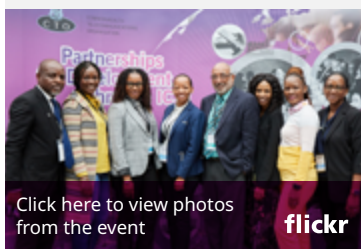
Objectives

The objectives of the forum are to:

Consider the post-Covid-19 era and the quest for business relevance and competitiveness

Explain the expanding role of HR in enhancing business innovation

Identify conditions and means for promoting effective innovation

Share practical steps to embedding technology in HR practices and systems

Present practical examples of businesses that adapted, innovated and successfully evolved.

Welcome

Opening session

> **Mr James Akwe, Senior programme Officer, Capacity Development and Training Division, CTO**
>
> Emcee Mr James Akwe welcomed delegates that were attending both in-person and online pointing to the unique nature of this year's hybrid Human Resources & ICT Forum 2022 (HR&ICT 2022).

He extended a welcome to Members of the Diplomatic Corps, other VIPs, CTO members, and other international delegates and highlighted the partnership with Middlesex University and the facilities available at the venue.

Welcome remarks

Embrace change to endure

> **Ms Bernadette Lewis, Secretary-General, Commonwealth Telecommunications Organisation**
>
> Ms Bernadette Lewis, appointed to the position of Secretary-General in August 2020, is the first female Secretary-General in the CTO's 120-year history.
>
> A national of Trinidad and Tobago, Ms Lewis was the first female Secretary-General of the Caribbean Telecommunications Union (CTU) and is credited for making the CTU the foremost ICT intergovernmental institution in the Caribbean.
>
> Secretary-General Lewis has a wealth of experience in the public and private sectors and is knowledgeable on the ICT issues facing developing countries having worked in senior positions in national, regional, and international ICT organisations. Her pioneering work in ICTs has won her recognition and awards.

The Secretary-General on behalf of the CTO Chairman welcomed members of the CTO, programme chairs, speakers, panellists, faculty and students of Middlesex University, and delegates from across the commonwealth attending online to the 12th edition of the Human Resources & ICT Forum. The event with the theme *Adapt, innovate and evolve: the roles of HR and ICT* is the result of a partnership with Middlesex University and represents the initiation of a relationship that will further the cause of building equitable, inclusive societies.

The CTO has a 120-year history dating back to 1901, early focus was on international telegraphy the current mandate looks to facilitate effective adoption and use of Information and communication technologies to support members in achieving the United Nations Sustainable Development Goals (SDGs), through its core functions of Technical Support and Consultancy (TSC), Capacity Development and Training (CDT) and knowledge sharing events.

In 2020 CTO defined a new course, streamlining operations to support members in the formulation and implementation of digital transformation plans. With a focus to establish 21st century governments making effective use of technology to deliver exceptional services to citizens and clients as well as have a measurable impact in member commonwealth countries. The other focus area is affordable universal broadband connectivity for all.

Technological innovation has created new possibilities for how people live, smartphones have changed behaviour, creating social interactions, providing learning and entertainment. The pandemic caused a deeper embedding of technology into everyday lives.

SG Lewis advised attendees to embrace change, flexibility is necessary for the survival of any organisation and the appropriate response to a changing world in the post-pandemic era.

In closing she thanked Vice Chancellor Nic Beech, and Dr Jackie Jeffrey, Senior Lecturer in Human Resource Management, both instrumental in forging the collaborative partnership between CTO and Middlesex University and wished all an informative and enlightening Human Resources and ICT Forum 2022.

▶ **Click here to view the welcome remarks.**

Welcome remarks

Agency: the role that humans play in effecting change

> (◉) **Professor Nic Beech, Vice-Chancellor, Middlesex University**
>
> **Professor Nic Beech is Vice-Chancellor of Middlesex University. He has held a range of senior higher education leadership roles including Vice-Principal of the University of St Andrews and Provost of the University of Dundee. He is President of the British Academy of Management, a member of the Council of the Academy of Social Sciences and a board member of London Higher and the Chartered Management Institute Race Network.**

Vice-Chancellor Professor Beech welcomed all to the Human Resources and ICT Forum 2022. He thanked Secretary-General Lewis and the CTO for creating a conference that provides a focus on the link between HR and ICTs. He explained that communication is crucial in building successful relationships and embedding technology in the ways we think and interact with individuals is the new norm. Technology linked to human beings can unearth and enable change at an individual and organisational level.

Professor Beech built upon the theme of *Adapt, innovate and evolve* to add agency to describe the role that humans play in effecting change. It is not enough for change to occur but to make sure that change is sustainable and addresses inclusion, equality, equity, poverty, and the environment. To do this, an inclusive approach is necessary. Different minds in the room together to work together will lead to a more diverse, open-minded community that has learning at the core of their community.

"Transformation doesn't come from sameness, it comes from being challenged, from difference and lastly being reflective".

With 70 percent of Middlesex of students from global majority ethnicities and over 50 percent of students women there is a real opportunity within Middlesex to show how a diverse approach to education and engagement can foster change. It is important to celebrate diversity to ensure the right approach is taken with adaptation and innovation.

Professor Nic Beech closed his speech by saying that he was confident that good conversations will take place during the event that will be transformative and thanked the CTO choosing to partner with Middlesex University to stage the forum and being part of this community.

▶ Click **here** to view welcome remarks.

Remarks from the outgoing chair of the Programme for Development and Training (PDT) management committee

Adapt or perish

> ⊙ **Mr Peter Tladinyane, Director, Corporate Services, Botswana Communications Regulatory Authority (BOCRA) and Outgoing Chair, Programme for Development and Training (PDT), CTO**
>
> **Mr Peter Tladinyane is the Director Corporate Services at the Botswana Communications Regulatory Authority (BOCRA) and is the outgoing Chair of the PDT Management Committee.**
>
> **Mr Tladinyane has worked as an HR Practitioner in leadership positions for various organisations in Botswana in a career spanning over 20 years. His major strength is development and implementation of Human Capital policies, strategy, standards, and processes to turn around work environments.**

It is important to reflect on the theme of the Forum and how this can be applied at organisational level to develop problem-solving capacity. CTO members must forever reinvent themselves rather than be forced to change.

There is the need to transform the CTO's Programme for Development and Training (PDT). Confirming that the programme had failed to instinctively transform, but he called for optimism that CTO's new capacity building initiative, the Succession Programme, will address the capacity building shortfall.

"HG Wells wrote in 1945 that it is either we "adapt or perish, now as ever, its nature's inexorable imperative" The world is forever changing requiring those who do not wish to be left behind to change."

▶ Click **here** to view opening remarks.

Keynote speech: Adapt, innovate, evolve — organisational imperatives in the era of uncertainty

Change leadership: managing the human, operational and cultural transitions

Mr Anthony Watkins, Chief Executive Officer and Principal Consultant, Odyssey Consult Inc, Trinidad and Tobago

Mr Anthony Watkins is the Chief Executive Officer and Principal Consultant, Odyssey ConsultInc, Trinidad and Tobago a premier human resource and organisational development consultancy in the Caribbean.

A founding and honorary life member of the Human Resource Management Association of Trinidad and Tobago (HRMATT), he is currently Chairman of the Community Recovery Committee, and has served as a member of the 'Caribbean Leadership Project' Delivery Team, the Task Force for Establishment of the National Statistical Institute of Trinidad and Tobago, and on numerous Boards of Directors.

Change is inevitable and brings uncertainty. In an era of insecurity fuelled by political instability, war, the threat of health pandemics creating rapid fire times, it becomes difficult to predict the future. These periods of turmoil cause disruption to assumptions, creating panic and neurosis, things that have been planned will be challenged. However, uncertainty is about people not the environment, it is not about things that will happen but rather human reactions to them.

The impact of uncertainty may lead to different human interactions. Disruption to assumptions can have a positive effect freeing people from the constraints of tradition, people are no longer tied to old ways. This precipitates non-traditional ways of thinking and innovative decision making. This can deride an organisation's objective and creates a need to review organisational effectiveness. This review can lead to self-reflection for the individual and at organisational level, reducing engagement and motivation levels, disrupting effective communication, weakening relationships and causing interpersonal conflict.

Change is a time of ambiguity and paradox, and it is a chance to reframe the unknown as an era of opportunity.

KEY TAKEAWAYS

- During these disruptive times there is an opportunity to be creative.
- There are six ways to respond positively to change:
  - i. Revisit issues of relevance and focus, go back to the drawing board and understand the "why"
  - ii. Pause and reflect
  - iii. Challenge assumptions
  - iv. Develop a culture of curiosity and vigilance
  - v. Address the plurality
  - vi. Develop change and leadership

▶ Click **here** to view Mr Anthony Watkin's address.

Business transformation

Introductory remarks

(people icon) **Mr Erasmo Anthony Mbilinyi, Manager, Human Resource and Administration, Tanzania Communications Regulatory Authority**

Mr Mbilinyi has over 26 years' work experience, 19 years in the communications industry and three years in the petroleum industry.

He has worked in various managerial positions in TCRA, six years as Zonal Manager performing all major functions at the Zonal Level and ten years as Manager of Human Resource and Administration. Other positions held previously includes Ag. Director of Human Resources (On secondment) for Tanzania Ports Authority (TPA) January–December 2016 and Manager, TCRA Lake Zone Office, May 2006–November 2011.

He holds the position of Chair of the Human Resource and Legal Committee of the CTO from March 2019 to date.

This session addressed the need for establishing a purpose driven, innovative work culture to enhance organisational efficiency and ensure survivability.

This session was chaired by Mr Erasmo Anthony Mbilinyi, the manager of Human Resource and Administration for the Tanzania Communications Regulatory Authority.

▶ **Click here to view the chair's message.**

Cultivating a transformative culture that fosters innovation

The leadership challenge: creating viable organisations that survive into the future

Dr Maxwell Ubah, Chief Executive Officer Strategy House, Nigeria

Dr Maxwell Ubah is the CEO of Strategy House, a high-performance improvement consultancy company.

Dr Ubah is a graduate of the prestigious Sloan Fellowship in Leadership and Strategy from the London Business School. He is a chartered management consultant (ChMC), an accredited management consultant (AMC), and a Fellow of the International Management Consultants Board (FIMCB). He is the author of *The Alphabet of Leadership — The A–Z of Improving Your Leadership Effectiveness and Success At Work — A Practical Guide for Succeeding At Work.*

The role of leadership plays a crucial role in the creation of strong and viable institutions that prosper into the future. It is essential that leaders create viable institutions that survive into the future, to institute a culture of innovation, without the culture of innovation that organisation cannot succeed and survive.

To create a culture of innovation it is essential to understand what a culture of innovation is, why organisations need a culture of innovation, and how leaders create a culture of innovation.

No company is too big to fail, organisations must avoid the Ghost Town effect. In 1955 of the 500 companies in the fortune 500, 88 are no longer in existence as of 2015.

Analysts can forecast the success or the future of a business by simply asking the question, Is the rate of change on the outside better than the rate of change on the inside? From this it is possible to divide companies into three types: visionary companies, followers, and laggards.

"If the rate of change on the outside exceeds the rate of change on the inside, the end is near."

Dr Ubah quotes the late Jack Welsh, Former Chairman and Chief Executive Officer of General Electric (GE)

Visionary companies are the successful companies that change before they are forced to. The secret of success is knowing where the world is going and being the first to get there.

Follower companies are companies that change with the change, the rate of internal change is in step with the rate of external change. These follower organisations succeed but are not classed as innovators. Laggard companies experience less internal change than external change and become vulnerable as a result. As an organisation, the speed of change must be calculated in relation to the pace at which things are changing outside.

Organisational culture is the lens that helps an organisation make sense of the business environment. Culture starts from thought processes and how employees approach problems. The right culture drives innovation creating new

and better ways of doing old things allow an organisation to meet the demands and challenges of the future.

Leaders need to make the environment viable for innovation. Dr Ubah calls for leaders to make tough decisions, communicate this to their subordinates and continuously provide guidance along the way. He cited the relevance of the three I's in creating an innovative culture, information seeking, interpretation and ideation in developing innovation management. To create an innovative culture in terms of innovation management there must be a tolerance for failure. It is important to employ competent people and hold them to high standards, discipline with a willingness to experiment, provide brutal candour, ensure individual accountability.

KEY TAKEAWAYS

- The business environment is unforgiving, customer loyalty is fickle, customers are loyal to the companies that meet their needs, and they are not loyal to the company. It is not necessary to change because survival is not mandatory.

- Innovative products and services are essential to organisational survival, innovation is one way to guarantee customer loyalty.

- Business case questions largely remain the same, however the answers to the questions i.e., how to grow a business, how to remain competitive, how to offer better value for money, how to make money are often different and it is important to recognise this in creating an innovative culture.

- To nurture innovation is to create a culture that guarantees continuous adaptation to external changes.

- Once a leader knows that they have right innovative culture, failure can be realised without the need to question team competency.

▶ **Click here to view Dr Maxwell Ubah's presentation.**

Adopting a strategic blueprint for guiding organisational innovation and transformation

Investing in people to foster innovation

👤 **Mr Piers Thompson, Head of Government Affairs, Huawei**

Mr Thompson is currently Head of Government Affairs at Huawei and previously worked in Corporate Finance and at Director level for the UK and Italian governments with an investment focused remit. He holds a MA Hons in History, Economics from St. Andrews University, Scotland.

Mr Piers Thompson presented on behalf of Mr Henk Koopmans the Chief Executive Officer, Huawei Research and Development.

Innovation defined is the process of commercialising a new idea and it is a disruptive process and not merely improvement of a product.

Creating a blueprint to guide organisational innovation includes taking key measures: get the right people involved, seek people who believe in the venture, ensure investors as excited, build a loyal customer base, and have the right organisational culture.

It is important to define the influencing parameters that will assist implementation for organisations these are "access-to-skills", "access-to-finance" and "access-to-markets".

It is important to understand how to overcome constraints, in getting the right people to work on an innovation and the process deployed can vary depending on size and scale of an organisation. The right team is important, for example, when it comes to access-to-finance because investors do not invest in technology, they invest in people.

Access-to-skills, ensures staff are trained to understand the opportunities and threats of new technologies and allow dedicated time to develop new ideas.

Access-to-finance, the process organisations obtain investment to fund an innovation process is vital to success. When seeking investment seek people who believe strongly in the venture, to ensure long term sustainability.

Access-to-markets, the process a product or service is delivered to customers can be disruptive for large companies, the innovation may require different methods to engage new customers. Smaller companies may have little to no existing customers. The internet allows a range of options for access-to-market, over more traditional channels. Access-to-market often does not get sufficient attention and yet can be transformative in its success.

A well-defined culture is important, the culture influences the way in which all other parameters are met. The culture must be communicated to all stakeholders and will hugely improve its changes to innovate by attracting the right people, the right investment, and loyal customers and establishing the right culture must be considered from the outset.

Innovation should not be confused with invention. Innovation is not research, innovation is disrupting old thinking processes. Innovation often fails when managers are not able to build a business case for change, it is essential for organisations to create an innovative culture developing an internal supply chain where ideas are funnelled into a proven innovation process. It is important to provide innovators with support to ensure they can navigate complex corporate structures.

Direction is set from the top, collaboration can solve and reform thinking in all parameters of innovation, ultimately finding the right people is essential.

▶ **Click here to view Mr Piers Thompson's presentation.**

Fostering stakeholder collaboration and partnerships for effective idea generation and innovation

Fostering collaboration is the key to innovation

Professor H Sama Nwana, Managing Partner, Cerneva Ltd and Director, Atlantic Telecoms & Media

Prof H Sama Nwana is Managing Partner of Cenerva Ltd a specialist training-driven ICT regulatory policy consultancy.

Nwana was formerly Group Director at Ofcom, with responsibility for the UK's Spectrum Policy. He oversaw the UK 4G auction, 3G Liberalisation, and the implementation of the UK Digital Switchover Policy programme. He was the founding CEO of the Dynamic Spectrum Alliance (2014–16), Managing Director at Arqiva (2005–2009), Managing Director at Quadriga Worldwide Ltd (2001–2004) and was a Senior Manager at BT plc.

He is currently a Full Visiting Professor at the University of Strathclyde (UK).

Telecom regulators have a responsibility to keep abreast of industry changes, to change internally at the same rate of external change. Cenerva Ltd partnered with the CTO to publish an important paper on Over-the-top applications, that paper reviewed appropriate regulation and policy matters.

The transformation of the digital economy demands significant collaboration and partnerships and must ensure effective idea generation. Innovation and cultural change must start at the top because this is what will infiltrate and guide the culture of the people. Academia, finance, transport, and education foster collaboration across the entire digital value chain. This collaboration has served as a pillar to make the digital economy happen. Policy and regulation has led to infrastructure development, innovation, skills development, etc.

He noted that disruption creates transformation of existing processes. To foster innovation, there must be an enabling environment ensuring regulatory, policy, and investment provision. There must be basic infrastructure, digital Infrastructure and enabling technologies. Human capital development and skills must be targeted, for people to have good levels of digital literacy, media literacy, entrepreneurship, innovation, and fostering an environment that builds collaboration.

To create a connectivity platform for the digital economy there must be a secure payment platform that enables e-business and transactions. This online platform democratises the process of production and distribution and requires an ID platform with identifiers for accountability and traceability.

This plays into each other and collaborates, and the sharing of data needs to be singular. To create a singular identity that harbours one national identity must be the strategy. The strategic approach must start from the top, to have an objective that need to be fulfilled. Fostering collaboration is the key to innovation, needing the right people is key to the operational delivery.

▶ **Click here to view Professor H Sama Nwana's presentation.**

Session one Q&As

▶ **Click here to view the Q&A session which concluded session one.**

HR strategies for transformation

HR strategies and the value of adaptability

> 👤 **Ms Helenah Keseabetswe, Human Resources Officer, Botswana Communications Regulatory Authority**
>
> Ms Helenah Keseabetswe has served the Botswana Communications Regulatory Authority (BOCRA) since 2015 as Human Resources Officer.
>
> Her core accountabilities and activities include recruitment and selection, training and development, Human Resource administration services and employee relations.
>
> Prior to joining BOCRA she gained HR experience at the Botswana Agricultural Marketing Board as an HR & Admin intern and a Human Resource Officer at the Botswana Saving Bank respectively.
>
> She holds a Bachelor of Arts in Public Administration and Economics from the University of Botswana.

This session was chaired by Ms Helenah Keseabetswe, Human Resources Officer, Botswana Communications Regulatory Authority (BOCRA).

The session highlighted HR frameworks and strategies for driving business transformation and building agile organisations that are adaptable, innovative and capable of evolving successfully in challenging times.

▶ Click **here** to view the chair's message.

The role of HR in business transformation
Transform by moving with them

> 👤 **Mr Juma Kandle, HR Director, Human Capital and Administration, Communications Authority, Kenya**
>
> Mr Juma Kandie is the HR Director of Human Capital and Administration at the Communications Authority of Kenya (CA). He has extensive leadership and management experience, gained in the last 28 years, spanning across ICT, Development, Academia and Finance sectors.
>
> He has been an integral part of the leadership team at CA for the last 18 years, responsible for the Human Capital and Administration function.Mr Kandie has held various leadership positions, including being the Chair of Commonwealth Telecommunications Organisation Executive Committee, (CTO EXCO), Governing Council of Africa Advanced Level Telecommunications Institute (AFRALTI) and the Board of Scripture Union Kenya, amongst others.

COVID-19 brought several disruptions that affected HR Strategies during this period HR professionals discovered the value of adaptability and resilience. The HR professional needs to continue to lead and assist the transformation process of an organisation.

The HR role is key in the transformation process, to ensure transformation there must be a focus on employees. Employees are a key element of any business, they must be focused on. There must be emphasis on teamwork, no organisation can succeed if there is no focus on the individual.

ICT Disruption changed the employer-employee dynamic. The world shrunk from being small to tiny, employee and employer relationship is now more of a partnership, and employees become social influencers. Individuals yield influence that can make a difference and lead to change.

There is a focus on individuals and on individuals making a difference, the ideas and dreams, the creative mind of the individuals can drive organisational development. During the pandemic organisations relied on ideas from employees.

When creating an Organisational or HR Strategy, a recommendation would be to create an online portal where employees can give feedback. This will to nurture reliance and inclusion of employees potentially build a competitive edger that will move a company forward.

KEY TAKEAWAYS

- Invest in digital natives — young, vibrant employees who have been raised up on social media, value personalised messages. Invest in them because they are the next generation.

- Create and deliver a strong vision — a powerful vision will make a difference and employees can identify with. It should align with everyone and guide the mindset around their work. To identify with something bigger

- Diversity and inclusivity — when you have more communities in your organization, diversity brings new ideas and perspectives which leads to a feeling of ownership for the business. When people own your organization, they become ambassadors.

- Support mental health, this is a part of the transformation, when employees suffer issues like anxiety, and loneliness will affect their creativity and productivity. To combat this, mental health workshops should be facilitated.

- Create a learning organisation, invest in your employees.

- In this area, the focus remains on ways we can help the individual which inadvertently helps your company.

▶ Click **here** to view Mr Juma Kandie's presentation.

Alignment of the HR strategy to the business strategy

Aligning HR strategy with operational delivery

👤 Ms Jane Trower, Global HR Director, Neuroscience Works Ltd

Ms Jane Trower is a Global HR Director at Neuroscience Works Ltd. She is an Executive Master Coach and a Global Leadership Development Specialist in transformation. She has helped build national leadership academies, as a facilitator and trainer and as a people director/director of HR.

Ms Trower has successfully designed and delivered services to world-class organisations, including Ministry of Health, Kingdom of Saudi Arabia, Dubai Healthcare City, as well as other international governments and the public sector (UK, Europe & the Middle East).

Ms Trower has a 20+ year international track record spanning fast-moving consumer goods, financial services, the health sector, leisure and management consultancy at all levels including government cabinet ministers, national policymakers and executive boards.

The misalignment of HR strategy against the business strategy is a major implementation error. It is vital to source the right people to implement the business strategy. Businesses should deploy market research but also focus on human capital as well as selecting the right people to deliver the business strategy. Misalignment of human resources is disruptive, when a business is properly aligned the goals are achieved. There must be focus on getting the right people doing the right jobs so more will be achieved.

To align strategy with operational delivery businesses must think, encourage employees to ask questions to help increase the quality of the thought process. Involve all the team and get the right people involved, to inspire and motivate people to want to get involved, and create a can do attitude amongst the team to eliminate a focus on over-planning and focus on delivery.

▶ Click **here** to view Ms Jane Trower's presentation.

Overcoming challenges to transformation

Consult, design, listen and adapt

👤 Mr Laurie Louard, President Human Resource Professionals, Antigua and Barbuda

Mr Laurie Louard is the President of the Human Resource Professionals of Antigua and Barbuda. A Human Resource Professional with over 12 years' experience. His strengths include training and development, helping young people transition from academia to the workplace.

Mr Louard is currently an adjunct professor at the Antigua and Barbuda Hospitality Training Institute (ABHTI) and Operations Manager at PDV Caribe Antigua and Barbuda Limited.

Mr Louard has worked in diverse sectors including banking, telecommunications, retail sales, customer service, project management, human resource management and hospitality management.

Digital Transformation has posed a challenge in several Commonwealth countries. The ability to improve processes and adapt to the changing world is a priority for each countries Digital Transformation journey. There are distinct challenges to Business Transformation that touch on Digital Transformation. It is key to improve the technological landscape of an organisation and to incorporate human capital management to address the skills and competency gaps.

Digital transformation is the process of incorporating innovative technologies to create new or modify existing processes, affecting work culture, the customer experience and changes the business environment. Digital transformation varies according to the market requirements but involves a series of coordinated shifts, it is not a one-time thing it's something that's continuous and will happen over time.

Human Resources will become a creative profession where HR leaders will be required to consult, design, listen and adapt.

HR Professionals should seek to highlight the dangers of not implementing tech solutions. They must consider how to use technology to attend to gaps within the HR space as they strategise post COVID-19.

Digital transformation infiltrates all aspects of the business, it must be handled in an integrated way.

KEY TAKEAWAYS

- HR can have an impact in the overall success of the organisation.

- HR Professionals must be clear in what we want to achieve, have a sense of urgency and must be able to define their work culture.

- To blend the generational gaps in the workplace, focus on each generations area of strength, foster a mentoring environment so each group can learn from the other. This will lead to a symbiotic strength.

- For HR professionals to lead the digital transformation journey they must be constantly align the HR strategy to the business transformation strategy. They must ensure that they themselves as HR Professionals are also trained. HR Professionals must be more strategic and equipped in including themselves in transformation.

▶ Click **here** to view Mr Laurie Louard's presentation.

Session two Q&As

▶ Click **here** to view the Q&A session which concluded session two.

Technology for the evolving organisation

Ms Syeda Nazneen Jahan, Head of Youth Empowerment Programme, BRAC International, Bangladesh

Ms Jahan is a development professional with more than nine years of experience in the field of Education, Gender, Youth and International development spanning Asia and Africa in a strategic programme development and management capacity.

Nazneen is the Head of Youth Empowerment at Stichting BRAC International, Bangladesh. Here, she is trying to provide a second chance at learning to the underprivileged adolescent girls and youths left out of the formal education system due to socio-economic inequality, and to assist them in achieving greater economic and social empowerment to become agents of change in their families and communities across Nepal, Uganda, Tanzania, Sierra Leone and Liberia.

Throughout her professional career she has worked in several sectors of development, including education, early childhood education, gender, youth empowerment, sexual and reproductive health and rights, disability and inclusion, monitoring and research through organisations like BRAC International, Population Council Bangladesh, Democracy Watch and Bangladesh Protibondhi (Disability) Foundation.

This session was chaired by Ms Syeda Nazneen Jahan, Head of Youth Empowerment Programme, BRAC International, Bangladesh. The session explored technologies and approaches that can transform organisations.

▶ Click **here** to view the chair's message.

Automation

Mr Olusegun Akintola, Systems Specialist/Project Manager Business Derivatives Limited

Olu Akintola, trainer and consultant with Business Derivatives, has more than 30 years of experience in the IT, Business Change, project and services industries. He is an expert in project management processes, requirements elicitation, and documentation and frameworks, producing quality software development and implementations across sectors. Olu has trained and mentored several professionals in the areas of Agile, Project Management, Business Analysis, and Change Management and has assisted organizations in their process improvement and project management efforts since 1992. He has delivered more than 500 courses in the traditional classroom as well as virtual environments.

Mr Akintola championed the need to create software and systems to replace repeatable processes and reduce manual intervention. He stressed there is value in automation, it saves cost, time, leads to a return on investment and ultimately makes processes easier.

HR should empower employees to enable them to lead the transformation and they can do this through innovation, collaboration, training, leadership.

▶ Click **here** to view Mr Olusegun Akintola's presentation.

ICT solutions for HR challenges

Mr El-Sunais Sani Yusha'u, Software Developer and Girls in ICT Programmes Manager, Lumilab, Nigeria

Mr Yusha'u El-Sunais Sani is a Software Developer and Data Scientist with more than seven years of professional experience in various roles in the information technology sector. The 29-year-old, Katsina-state-born El-Sunais, has a strong passion for innovation, data science and cyber security. He has developed various software systems in education, agriculture, human resources and financial technology that earned him national and international recognitions.

Before joining Lumilab Nigeria, where he is currently serving as Program Manager Girls in ICT, he was a lecturer with Institute of Corporate Security and Intelligence Studies, Kano state. Yusha'u El-Sunais Sani is one of the selected Commonwealth Professional Fellows with Commonwealth Telecommunication Organisation where he is working for ICT in Girls' Child Education.

Yusha'u El-Sunais Sani is passionate about intellectual discussion, community development, learning new skills and educating the next generation of technology users.

Mr El-Sunais pointed out different technologies that have been developed to aid the HR process but highlighted a key flaw, that many systems are fragmented. He demonstrated a system that he has developed that offers a solution to this problem, Nasara HQ. Nasara HQ is an integrated HR solution for all stages of the employee/employer process.

▶ Click **here** to view Mr Yusha'u El-Sunais Sani's presentation.

The session featured a video demonstrating the effectiveness of Virtual Reality and augmentation on human capacity and promoting instinctual interaction using ICTs.

▶ Click **here** to view the video demonstration.

Session three Q&As

Session three concluded with a Q&A session. A question was asked that called on speakers to give a practical example of how HR can empower people. The answer given was HR can empower employees to self-serve and self-solve. The answer explored the concept of moving employees to skills development ownership, rather than being just a service user, empowering staff to reap the benefits.

▶ Click **here** to view the Q&A session.

The inextricable linkages between HR and ICT

<div style="background:#f5eef4">

👤 **Mr Juma Kandle, HR Director, Human Capital and Administration, Communications Authority, Kenya**

</div>

This session was chaired by Mr Juma Kandie, HR Director, Human Capital and Administration, Communications Authority, Kenya.

The session highlighted the interaction between HR and ICTs and explored how HR can leverage ICT for organisational efficiency.

Keynote address: Two HR imperatives for evolving organisations — succession and talent management, and analytics (pre-recorded)

<div style="background:#f5eef4">

👤 **Professor Andrew Mayo, Human Capital Management, Middlesex University**

Professor Andrew Mayo is the Human Capital Management at Middlesex University. He has been a part of the University for 25 years promoting the bridge between HR and ICT and has even completed the Middlesex 24-week module which has this topic as part of the masters in HR Analytic.

Professor Mayo started by asking the question, how can HR effectively incorporate talent management? He defined talent as something that means an individual is special and valuable. He verified that everybody has talent in some way, however, talent management is significant as it a mechanism to manage talent the best way. Some define talent as leadership management. A comprehensive definition would be to combine definitions. Talent Management ensures a future work force is nurtured, skilled and invested in to have strategic capabilities.

</div>

Data analytics can be used with talent management setting criteria, identifies individuals that meet defined standards. Certain individuals stand out for their skillset but what is important to keep in mind is an individual's potential change with time, talent management is a continuous process.

There are six elements of talent management, talent strategy being one element, knowing how many characteristics are required to deliver specific job functions and roles. Talent strategy helps identify and acquire employees to fulfil positions. Furthermore, it ensures organisations develop employees and use them effectively, long-term. An effective strategy ensures retention. Another element is developing the right work culture ensuring talent is retained in senior management, this is called developing a talent nurturing culture and HR can contribute to this culture.

HR can develop a knowledge pyramid where raw data is viewed as a valued source of data, where business development ideas can be gleaned by comparison of data sets to establish future trends. To build an effective workforce it is necessary to understand employee capabilities.

It is important to recognise the difference between Performance vs Potential and a Nine Box Grid is highly used in companies such as Virgin Atlantic to analyse the performance of employees. The presentation further reviewed the interaction between HR and ICTs and explore how HR can leverage ICT for organisational efficiency.

▶ **Click here to view Professor Andrew Mayo's presentation.**

Investing in technology for innovation and ideation-based HR approaches

⊙ **Mr Zakhele Kganakga, HR Executive Independent Communications Authority of South Africa**

Mr Zakhele Kganakga, is the Human Resources Executive, at Independent Communications Authority of South Africa (ICASA) a role he has held since 2017. He provides strategic direction ensuring the Authority's business strategy aligns with the people strategy.

He is an experienced human resources executive with a strong blend of strategic, tactical, and operational experience across the Public & Private Sector.

Mr Kganakga spoke on investing in ICTs to ensure impactful HR approaches. Investing in innovation to establish procedures and monitor and promote new working patterns after the COVID pandemic. Investment in technological innovation ensures organisations evolve from reformed HR practice. The digital economy is a driving force in our working lives. People are managed via technology, there is less need to be physically present and new HR policies half to reflect changing practices. Employees now routinely connect working remotely and HR practices have had to realign communication strategies to reflect this.

Automation and augmentation is a game changer in HR technology and will continue to be so in the future.

▶ **Click here to view Mr Zakhele Kganakga's presentation.**

HR and the internet

Mr Nigel Hickson, Senior Advisor, Data Protection at the Department for Digital, Culture, Media and Sport, United Kingdom

Nigel Hickson is a Senior Adviser on Data Protection for the UK Department for Digital, Culture, Media and Sport. He was ICANN's Vice President for Europe from March 2012 to January 2020. Hickson has held various technology-related positions for the governments of Bermuda and the United Kingdom for more than 30 years.

Home working intensified in the wake of the COVID pandemic and this accelerated the adaptation of supporting technologies. HR is now reliant on the internet, recruitment and the future of recruitment will focus on Artificial Intelligence and new techniques.

Mr Hickson cautioned that attitudes change, people have political views that are often shared as social media activity. Should HR review and check historical posts employees make on social media. Moreover, technologies allow filtering of CVs received, automating processes and some get rejected just because they did something 20 years ago and they never reach the interview. It is not always good to identify conflicting personal information on a person's suitability for a role, it should have no gauge on a person's ability or talent.

There should be principal transparency in how an organisation works on a day-to-day basis with its employees. Data protection laws are important, as the owner of the data has rights on how employers can use their data. AI will have dramatic effects on the workplace, most are positive changes, but some will be negative and it is important to recognise this in HR policies.

▶ Click **here** to view Mr Nigel Hickson's presentation.

Session four Q&As

Session four concluded with a Q&A session. The traditional way of doing business has changed and working from home is the new normal. A question was asked that called for recommendations on how to navigate the disconnect from the workplace when working from home. The answer given was there are different ways to measure performance. Working from home does not mean that the standard of the deliverable has been reduced. It is up to the employer to give access to data and appropriate equipment. Organisations can set up rotation for blended working and have a work from home policy.

A question was asked that invited the speakers to give their take on AI, particularly missing talent due to assumptions. The answer given was good employers will have a good understanding of their employees, good practice will be to balance the use of AI and personal judgment.

A question was asked that invited the speakers to give their opinion on the use of social media in determining potential applicants from getting a position. The answer given was there are two ways to look at a person's past. Trivial things done in the past should not stop an employee from seeing a candidate's potential. It is up to the human to judge and not by the AI, if a candidate is automatically disqualified then it is detrimental and bad for the organisation that they have missed out on talent.

▶ Click **here** to view the Q&A session.

The workforce and the workplace of the future

> **Ms Allsha Long Human Resources Officer, Telecommunications Authority of Trinidad & Tobago and Chair, Programme for Development and Training (PDT), CTO**
>
> Ms Allsha Long is an astute HR professional with over 15 years of HR generalist experience within organisations across the local manufacturing, retail and ICT regulatory sectors. She is currently a senior HR Professional at Telecommunications Authority of Trinidad and Tobago (TATT).

This session was chaired by Ms Allsha Long, Human Resources Officer for the Telecommunications Authority of Trinidad & Tobago and Chair, Programme for Development and Training (PDT), CTO.

The session looked at the importance of upskilling/reskilling and possibilities for a hybrid or virtual workplace and explored best practices for addressing business critical skills in an evolving organisation.

▶ Click **here** to view the chair's message.

The metaverse in the workplace

Harnessing the power of the Metaverse

> **Mr Fargani Tambeayuk, Head of Connectivity Policy, Africa, Meta**
>
> Mr Fargani Tambeayuk is the Head of Connectivity Policy for Africa at Meta, where he works with colleagues and a diverse range of other private and public sector stakeholders to increase Africans' access to and use of high-speed connectivity. Fargani works closely with various internal teams, industry partners, and government stakeholders to ensure that Meta's connectivity investments, infrastructure deployments, and technologies are successful and have a positive impact on the continent. Additionally, he works with all stakeholders in Africa's connectivity ecosystem to advocate for and contribute to the development of enabling frameworks that accelerate investments in high-speed connectivity, infrastructure deployment, and connectivity adoption. Fargani previously worked with the Commonwealth Telecommunications Organisation as Deputy Manager, within the Technical Support and Consultancy Division supporting member states with their digital transformation journeys.

Mr Tambeayuk shared his vision of Meta's current engagement in emerging countries in Africa. In the age of the internet he explained we see each other via video, technology is evolving and there is further progress with 3D technologies. He stressed that we must make sure we are ready for the evolution. He demonstrated a set of virtual 3D spaces where one can do a range of activities together, the *Metaverse*.

To ensure the future success of the Metaverse everyone has to come together to build and invest in this 3D space. In a virtual world using virtual reality technologies where Augmented Reality is a blend between real world and computer-generated content. This is already being implemented in education, health, productivity, professional training, and communication sectors. Virtual Reality was primarily used for gaming but now it promises to transform our daily lives. This is a new evolution of the internet. One does have to travel miles but instead put on a headset and being present at an international event.

Privacy concerns and concerns around safety should be addressed globally. With the mass adoption of this technology the focus should be around human rights being safeguarded online. The current challenge in developing the Metaverse are existing rules across countries that hamper the potential impact.

▶ Click **here** to view Mr Fargani Tambeayuk's presentation.

Learning strategies in the digital era

🖲 **Ms Susheela Nagarajan, Senior Product Consultant — Learning Solutions, Manipal Technologies Limited, India**

Ms Susheela Nagarajan is an education management professional with an experience of more than two decades in the IT industry.

She has worked extensively with audience of different age groups ranging from K12 to career seekers to corporate adult learners, having worked with IT training giants like NIIT, Oracle University, a stint with early learning with KLAY schools, progression into training and digital content creation was almost natural.

The Metaverse will still take time to implement, in five years' time there will be substantial development of the Metaverse. Currently Augmented Reality dominates the growing digital learning sector. In the last couple of years, fuelled by the COVID pandemic, we have seen an increase in usability of AR technologies.

Digital Learning is learning through technology which is possible anytime and anywhere creating seamless learning. The difference between the impact from the last 10 years and last two years is the need to apply extensively across all sectors due to the pandemic.

▶ Click **here** to view Ms Susheela Nagarajan's presentation.

Session five Q&As

▶ Click **here** to view the Q&A session which concluded session five.

Data rules

👤 **Professor H Sama Nwana, Managing Partner, Cerneva Ltd and Director, Atlantic Telecoms & Media**

This session was chaired by Professor H Sama Nwana is the Managing Partner, Cerneva Ltd and The Director of Atlantic Telecoms & Media.

The session explored how HR can reinvent its strategy using data analytics to enable more effective decision making, bringing the human out of the human resources as well as igniting HR as the culture engine for adaptation and innovation.

Predictive data analytics for effective business decision-making

👤 **Dr Carina Kabajunga, Head, Information and Communication Technology, The Commonwealth Secretariat**

Dr Carina Kabajunga, heads the Information Technology section at the Commonwealth Secretariat, has a special interest in the application of ICTs and Analytics in improving service provision in the public sector. Carina has in previous roles, worked in Government, Academia and the private sector, leading IT and Information Security initiatives, and promoting the use of Data and Data Governance in organisations.

She has over 20 years of experience as an Information Security and Data Management Practitioner and has served as a Board member for her local chapter of the Information Systems Audit and Control Association.

Predictive data analytics focuses on what can happen i.e. predicting future workforce trends. Data analytics allows HR professionals to consider what things to take measure of before taking any decision. It is important to see the problem and understand why there is a need to predict in the first place. Additionally, what kind of decisions are you trying to make, a complex decision that requires a lot of thinking may not work with applied analytics. Furthermore, what risks are involved in case if the prediction goes wrong.

The current HR world is on a journey to predictive analysis where we govern our data. We must consider who is in charge of data, for what purpose, how often it updates itself, what decision will I make using predictive analysis, different kind of analysis (Predict, Experimental, Prescribe) and then measure it. It is a continuous cycle and a learning process.

Everything has a data point.

▶ Click **here** to view Dr Carina Kabajunga's presentation.

Using data analytics in performance management

Mr Chris Tenga, Chief Executive Officer, Allaboard Africa

Mr Chris Tenga is a leading global expert on talent management and organisational development, with over 20 years spent in both practice and consulting. In his illustrious career, he has immensely contributed towards mainstreaming of talent management practices in organisations, and transforming HR functions towards more talent-centric models.

Chris is a thought leader, trainer and mentor in several areas that include OE, talent management, strategic planning and leadership. As the Chief Executive at Allaboard, he has authored and delivered the firm's signature programmes. To date, Chris has trained over 5,000 senior and executive managers from over 20 countries across Africa in various, business, leadership and human capital topics. Chris is a member of the Association of Change Management Professionals (ACMP) Africa Chapter, where he is Director of Membership.

Mr Chris Tenga discussed performance analytics, 40% of organisations no longer practice appraisals based on scoring, they lack efficiency in rewarding the performance. HR must outline the performance measurement, HR professionals give validity and utility. Appraisals tell us the performance is historical. The greatest performances in history have been inspired by purpose. We should measure, and analyse the emotional connection as well, it is necessary to reward teams rather than individuals.

▶ **Click here to view Mr Chris Tenga's presentation.**

Session six Q&As

Session six concluded with a Q&A session.

A question was asked over how to use data analytics to predict the future. The answer focused on an example case study of Vodafone company, when the rate of leaving is more, then look at the data to support the factors to intervene at that particular step and then measure the impact.

A question was asked to the speakers what their recommendation would be when doing an exit interview of a candidate, what timeline would they recommend. The answer given was it depends on the profile of the exiting candidate. Make a policy that the organisation will continue talking to the exiting candidate, to speak with them five months after they leave, so that a line of truth can be maintained and communicated.

▶ **Click here to view the Q&A session.**

Closing session

Mr Leonard Obonyo, Senior Programme Officer, Technical Support and Consultancy Division, CTO

This session was chaired by Mr Leonard Obonyo, Senior Programme Officer, Technical Support and Consultancy Division, CTO.

CTO's role in fostering innovation

Ms Letang Kekwaletswe, Manager, Capacity Development and Training, CTO

Letang Kekwaletswe is Manager of Capacity Development and Training at CTO. She joined CTO in February 2019. Prior to that, Letang worked at Botswana Telecommunications Corporation where she held different roles over the time including, Skills Development Facilitator/Trainer, Training Supervisor, Customer Service Team Leader, Quality Management Systems Officer.

Before that she also worked as a Human Resource Officer at Grand Palm Hotel Casino and Convention Resort, Botswana and also at Botswana Power Corporation in Botswana.

Ms Kekwaletswe said it is impossible to talk about innovation and not talk about change. Innovation is a survival to the tie of crisis. Capacity building programmes at the CTO must contribute to and foster innovation. She called for the need to get all key stakeholders together to form an innovative solution and implement those solutions. Ms Kekwaletswe said that CTO would be working to foster new partnerships with member countries in delivering capacity building solutions.

▶ Click **here** to view Ms Letang Kekwaletswe's address.

The benefits and challenges of remote working

Mr Peter Cheese, Chief Executive Officer, Chartered Institute of Personnel and Development

Mr Peter Cheese is the Chief Executive of The Chartered Institute of Personnel and Development (CIPD). He is recognised as a consultant, speaker and writer in the field of human capital and organisation, and has worked with many organisations, practitioners and thought leaders in this field.

He is also Chair of the What Works Centre for Wellbeing and of the Engage for Success movement, and sits on a number of Advisory Boards and Forums. He co-chairs with BEIS the Flexible Working Taskforce focused on promoting and understanding flexible working in organisations and workplaces.

From 2010 to 2012 he was Chairman of the Institute of Leadership and Management and remained as a member of the Board until July 2013.

Prior to that, Peter was Global Managing Director of Accenture's Talent and Organisation Performance consulting practice. He has extensive international experience gained from many years of working with leading businesses around the world on human capital and organisational strategy, talent management and HR transformation, and the management of change.

In 2021 his book 'The New World of Work' was published by Kogan Page, and he was the lead author for 'The Talent-Powered Organisation', published in October 2007 by Kogan Page. He has written many articles in publications worldwide and is frequently cited.

The world is changing, there is rising cost, a huge geo-political crisis, a changing world where there is globalization. Now the world is changing and focusing more on themselves. Impact of technology has accelerated the use of technology to become more efficient and effective. It also means a big shift in skills. Reinventing learning online rather than offline. Technology has aided our learning, how we anslyse data and how we best further measure the data. The pandemic forced us to work in different ways like flexible learning or hybrid learning, a balance between working at home and in the office. HR professionals must figure out what is good for our organisation, our people and adapt the model accordingly. We have to train managers on what they produce.

▶ Click **here** to view Mr Peter Cheese's address.

Vote of thanks

Thanking all CTO members

👤 **Ms Dorothy Elangot, Manager, Human Resources and Admin, CTO**

Dorothy is Manager of Human Resource & Administration Department. She joined CTO in October 2017.

Before joining CTO, Dorothy worked at different levels in various UK government departments including, the Department for Work and Pensions (DWP), Cabinet Office, Department of Culture, Media and Sports, the Conservative Party Headquarters, and the House of Lords in London.

Dorothy holds a degree in Human Resource Management with Combined Studies and master's degree in Human Resources Management, both degrees from Middlesex University, London.

She's also a CIPD Associate member (Assoc CIPD), London.

▶ Click **here** to view the vote of thanks.

Closing remarks

Vote of thanks

👤 **Mr James Akwe, Senior Programme Officer, Capacity Development and Training Division, CTO**

COMMONWEALTH
TELECOMMUNICATIONS
ORGANISATION

Conclusion

In 2021, CTO defined a new course and streamlined our operations to support members in the formulation and implementation of digital transformation plans. The CTO's focus will be on establishing 21st century governments and those are governments that are citizen-centric that make effective use of technology to deliver their services to their citizens and their clients. There are many benefits of digital government and we are focused on helping our member countries establish what we call 21st century governments, the other area of focus is affordable universal broadband connectivity.

The 12th edition of the forum was convened in partnership with Middlesex University it represents the initiation of a relationship that will further the course of building equitable inclusive societies.

The CTO concludes based on the discussions over the two day Forum, it is evident the dynamic and fluid market environment has proven that the survival of any organisation is rooted in its ability to adapt to innovate and evolve. It is not possible to talk about innovation without talking about change or how change will be managed in organisations, because whenever there is a decision to innovate, there is a requirement to create processes and structures that will support and accommodate innovative solutions.

The speakers have attested to the fact that innovation is a survival tool in terms of crisis and is a catalyst for the fulfilment of organisation and national development objectives. Without innovation organisations will not be able to adapt, they are not able to innovate or evolve because initial issues override good intention.

This forum prepared HR practitioners to respond appropriately to phenomenal changes in the ICT industry and the world. It is hoped delegates and students have learned many things that can be transferred and applied to their working environment.
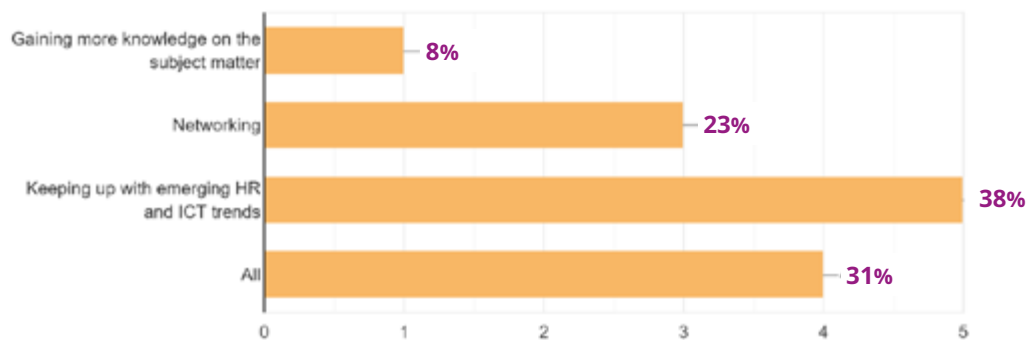
What next?

The CTO's programme for development and training is currently being reimagined, CTO has rethought the organisation's capacity building strategy. The new strategy will allow for impactful capacity building. The CTO's future capacity building programme must contribute to national development, the CTO is committed to ensuring that the new approach will lead to project implementation and heightened accountability.
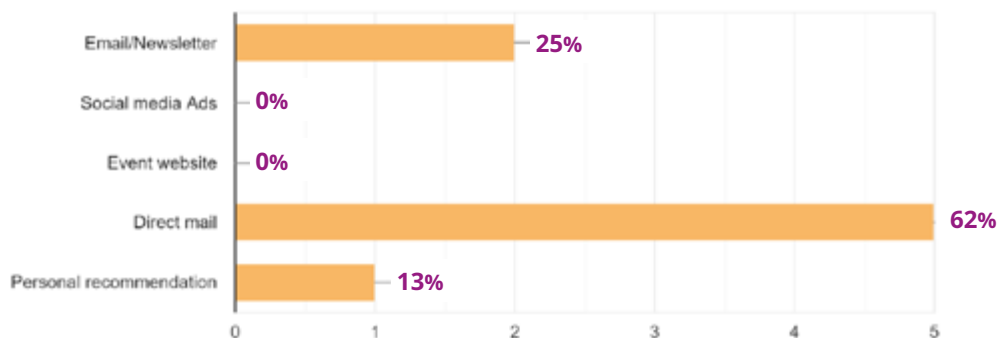
Appendix one

Survey results

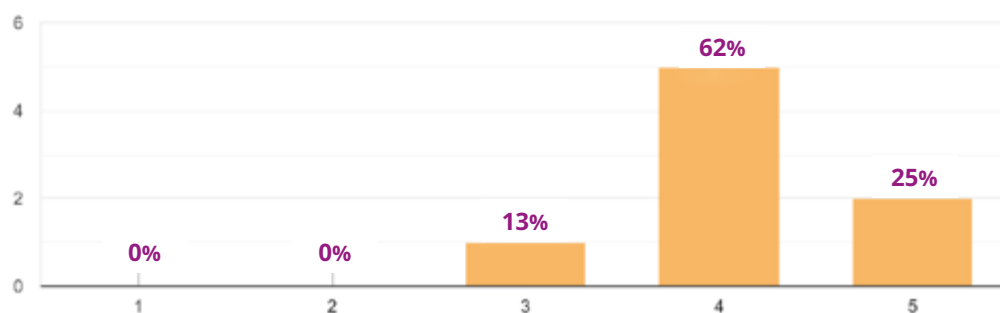**What was your primary motivation for attending the HR&ICT Forum?**
8 responses

- Gaining more knowledge on the subject matter — **8%**
- Networking — **23%**
- Keeping up with emerging HR and ICT trends — **38%**
- All — **31%**

How did you hear about the HR&ICT Forum?
8 responses

- Email/Newsletter — **25%**
- Social media Ads — **0%**
- Event website — **0%**
- Direct mail — **62%**
- Personal recommendation — **13%**

How would you rate Registration process?
8 responses

- 1 — **0%**
- 2 — **0%**
- 3 — **13%**
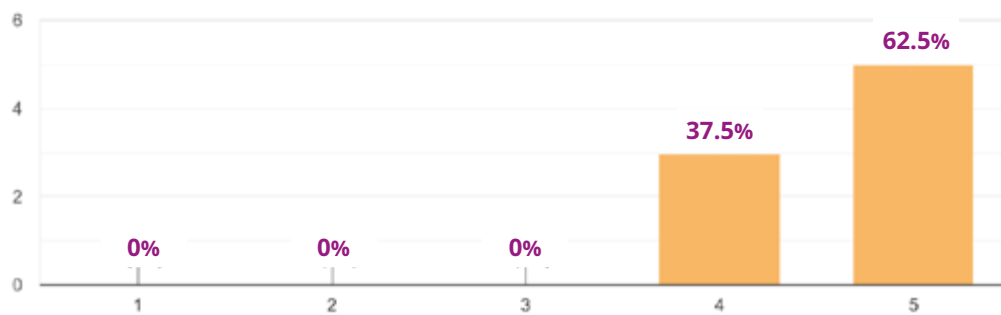- 4 — **62%**
- 5 — **25%**

How would you rate Forum organisation?
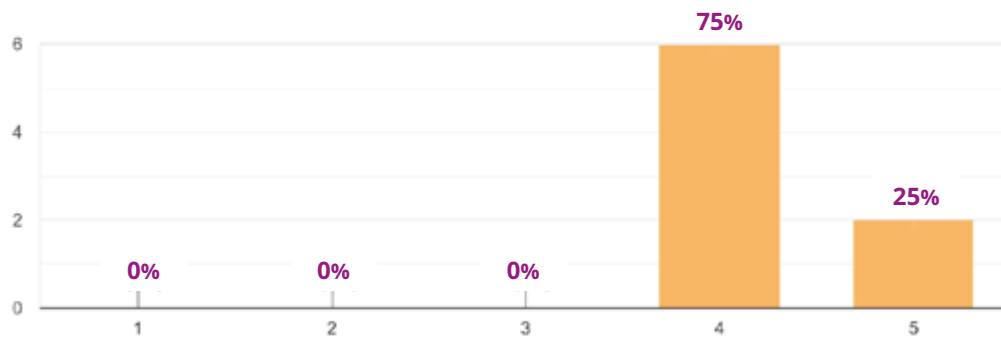
8 responses
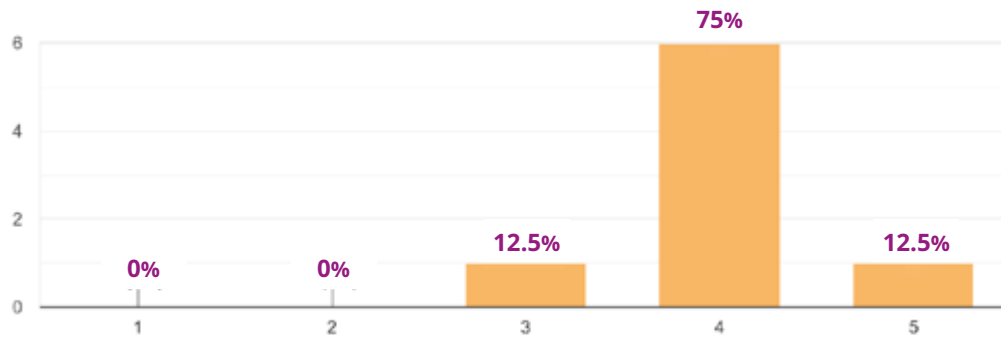
How would you rate the venue (if you attended in person)?
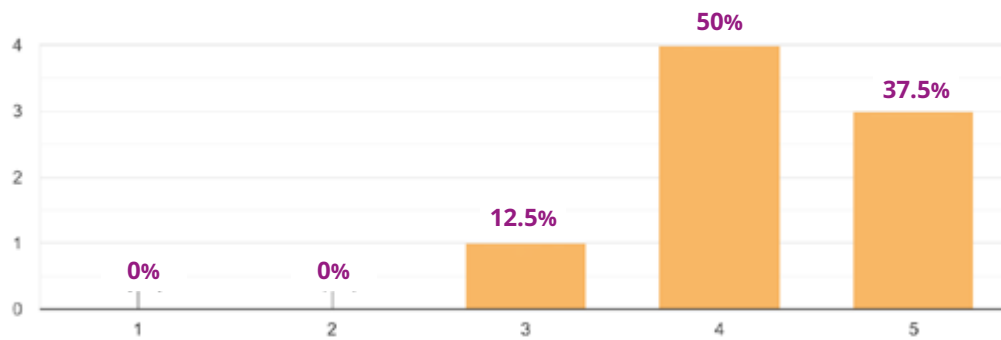
8 responses

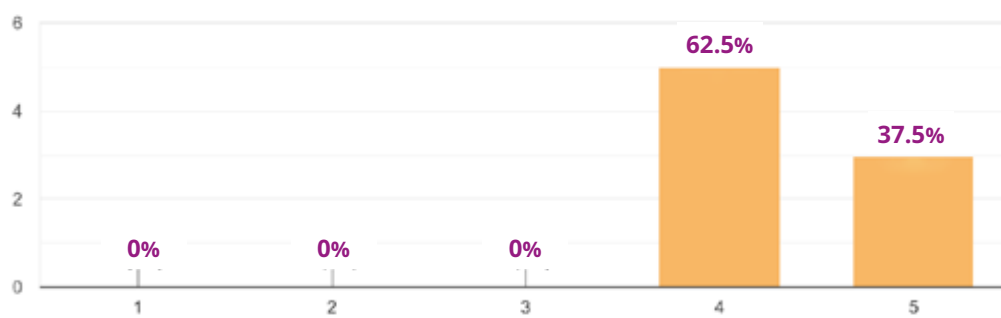## How would you rate overall conference experience?

8 responses

How would you rate effectiveness of content delivery?
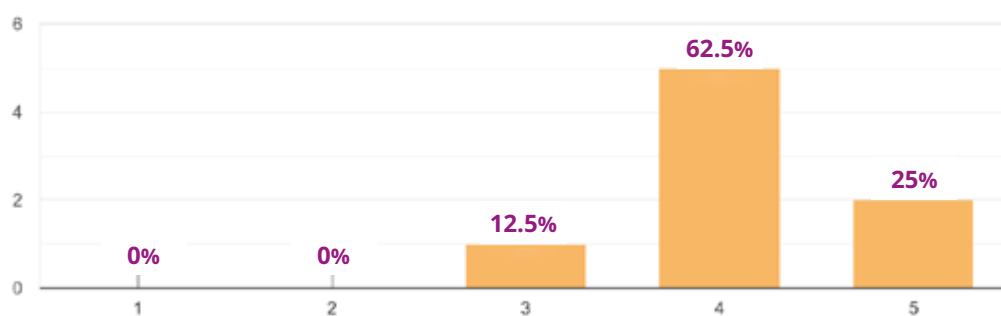8 responses

How would you rate relevance of topics to your job function?
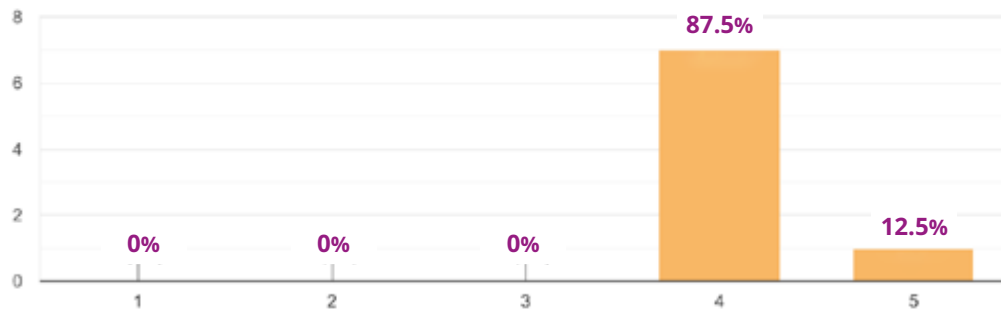8 responses

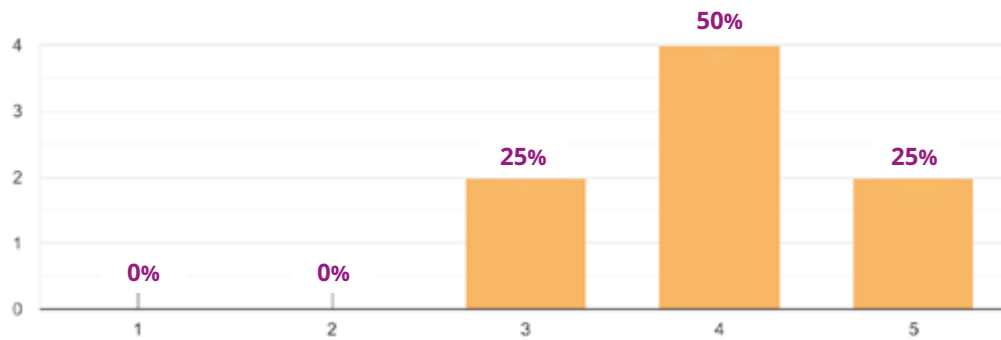## How would you rate speaker delivery?
8 responses

How would you rate provision of new insights and knowledge?
8 responses

How would you rate quality of discussions?
8 responses

Feedback from delegates

What aspects of the forum did you like the most?

💬 Sessions and networking

💬 Everything

💬 The discussions after the presentations

💬 Matching the HR and World Trend in ICT

💬 The HR/ICT Forum which enlightened me more on post covid, the idea of adapting, evolving and innovate in the new world

💬 All

💬 Engaging topics delivered by esteemed presenters

💬 Presentations specifically on the topic of fostering stakeholders' collaboration and partnerships for effective ideal generation and innovation, that a digital National economy transformation demands fostering stakeholders' collaboration and partnerships and effective idea generation and innovation

What topics would you like the forum to cover in the future?

💬 HR of the future. Post pandemic HR

💬 Evolving trends

💬 Data analytics

💬 Linkage between HR and ICT (Two Imperatives) by Professor Mayo

💬 Aligning HR Strategy to Business Strategy

💬 Business Transformation-Cultivating Transformative Culture

💬 The HR and Management topic

💬 More discussions on HR and Data Analytics

💬 Delve further into issues surrounding the 'Future of Work' as an HR professional and how ICTs can assist

💬 HR Skills Development-Human Resource Talent Management

How can the HR and ICT Forum be improved?

💬 Session experts should be introduced as panellists

💬 Given that participants are from different parts of the Commonwealth each day's meals should be dedicated to the different continents i.e., African, European and Caribbean. This would improve networking

💬 Bring in speakers who are practical as opposed to theoretical

💬 By going more digital and been more creative

💬 Better marketing to boost attendance

💬 Mostly by working on the feedbacks from participants and other stakeholders

How likely are you to recommend this conference to a friend or colleague?

💬 Very likely

💬 Sure

💬 Very likely

💬 Very likely

💬 The conference was very engaging and knowledgeable to both me and my colleagues

💬 Very likely

💬 Likely

💬 I will strongly recommend this to a friend or colleague

Appendix two

In-person participants

The event saw 64 participants, from 26 organisations across 14 countries attend the event over the two days.

Country	Organisation
Botswana	BOCRA
Cameroon	Telecommunications Regulatory Board, Cameroon
Eswatini	Kingdom of Eswatini High Commission
Ghana	Vodafone Ghana
	Ministry of Communications and Digitalisation
Kenya	Communications Authority, Kenya
Mauritius	Middlesex University, Mauritius
Nigeria	Nigerian Communications Commission
Samoa	Office of the Regulator
Sierra Leone	National Telecommunications Commission
South Africa	Independent Communications Authority of South Africa (ICASA)
Tanzania	Tanzania Communications Regulatory Authority
Trinidad and Tobago	Telecommunications Authority of Trinidad and Tobago
Uganda	Uganda Communications Commission
United Kingdom	Middlesex University
	Huawei Technologies Research and Development UK
	Cenerva Ltd
	Neuroscience World Ltd
	Business Derivatives Limited
	Department for Digital, Culture, Media and Sport
	Meta
	Creative Culture Ltd
	Barnet College
International Organisations	The Commonwealth Secretariat
	Commonwealth Telecommunications Organisation
	Chartered Institute of Personnel and Development

Online participants

The event attracted 59 participants on day one, 49 participants on day two, 45 organisations from 22 countries through the online portal.

Country	Organisation
Antigua and Barbuda	Human Resource Professionals of Antigua and Barbuda (HRPAB)
Botswana	Botswana Communications Regulatory Authority (BOCRA)
	Botswana High Commission
	Communications Regulators' Association of Southern Africa (CRASA)
	Independent Consultant
Cameroon	INOV Cameroon SARL
Gambia	The Gambia Telecommunications Company Limited (Gamtel)
Ghana	Minister of Communications and Digitalisation
	National Communications Authority (NCA)
	Vodafone Ghana
India	Department of Telecommunications, Ministry of Communications
	Manipal Technologies Limited
Jamaica	Office of Utilities regulation
Lesotho	Lesotho Communications Authority
Mauritius	ICT Authority (ICTA)
	Middlesex University, Mauritius Campus
Mozambique	National Institute of Communications of Mozambique (INCM) - Regulatory Authority for the Postal and Telecommunications Sectors
Nigeria	Joint Admissions and Matriculation Board
	Letshego MFB
	Nigeria Communications Commission (NCC)
	Nigerian Communications Satellite Ltd
	Government of Nigeria
	Strategy House Limited
	Zolts Limited
Pakistan	Ministry of Information Technology and Telecommunication
Rwanda	East African Communications Organisation (EACO)
Samoa	Office of the Regulator
South Africa	All Aboard Africa
	Independent Communications Authority of South Africa (ICASA)
Sudan	Gedaref Digital City Organization (GDCO) Sudan
Switzerland	The OneGoal Initiative

Country	Organisation
Trinidad and Tobago	Telecommunication Services of Trinidad and Tobago (TSTT)
	Telecommunications Authority of Trinidad and Tobago (TATT)
Uganda	Uganda Communications Commission (UCC)
United Kingdom	BRAC International
	Intellect Design Arena Limited
	Middlesex University, London
	Ocado
	United Against Inhumanity and ICERAS
	Village Enterprise
	Vodafone
US	Conhub Connect
Virgin Islands (British)	Telecommunications Regulatory Commission (TRC)
International Organisation	Commonwealth Secretariat
	CTO

Country	Organisation