

Group 2 – Employer

DO NOT SHARE THIS HANDOUT WITH YOUR PARTNER UNTIL THE END OF THE ACTIVITY!

The goal of this activity is to practise speaking to employers and understanding incentives and entry points for partnership. As such, please find a partner for this activity. One person from your pair will be assigned the role of the employer, and the other will represent a career services staff from the TVET or HE institution. Please choose which of you will be the employer and which of you will represent the TVET or higher education institution. Everyone will receive a handout that describes you, your role, your incentives, your goal for the meeting and the organisation you represent. Please read the handout and do not share anything about your profile with your partner. After reading, please assume your role – you will have about thirty minutes for your meeting. We will come together and debrief.

Your role: You are the HR Lead for a large construction company. In this company, HR handles the entire employee cycle, from talent acquisition to onboarding to departures. You are assigned to a set of projects and are consistently hiring as 1) your company is constantly winning new bids which often need new staff to work on them, and 2) turnover is high. You are often hiring for both roles that require degrees or significant experience, e.g. project managers, engineers, etc. as well as careers that require either technical training, on the job training or both – e.g. construction labourers or staff.

The situation: For the past year, you've faced difficulty recruiting qualified staff for some of your projects. You are reaching out to technical training institutions to try to form relationships and assess the potential to build talent pipelines between different organisations and your employer. However, you have reached out to more organisations than you need, and only plan to formally partner with 1 or 2 of them that demonstrate they have high quality programmes and job candidates. You are holding meetings with each of these organisations to narrow down which ones you will potentially partner with.

While education is not necessarily a prerequisite for many of the roles at your company – often, new staff come to you with learnings entirely from on the job experience – you appreciate candidates that have high quality formal training as they often enter the job understanding building code and regulation, ensuring high quality work on site and sometimes making the job of the project manager easier.

Your company: You work for a large construction company with thousands of employees that holds several major contracts with the government and large / multinational corporations in Kenya. This company holds both commercial and non-commercial contracts, building everything from office buildings to shopping centres to residential complexes. Your company does end-to-end project management for all contracts and does not outsource roles to contractors. Staff manage the project, procurement, labour, legal and building regulations / quality.

Your goal for this meeting: you would like to learn more about the programme that this TVET organisation runs. You see this as somewhat of an interview, although it wasn't presented that way to the organisation. You will proactively ask them a lot of questions about their programme. You will not agree to a partnership on the spot as you have not interviewed all of the organisations you reached out to yet, but if you like this organisation and they meet the needs of your company and the incentives outlined below, you will tell them directly that you are impressed with their programmes and would like to follow up in a week or two to discuss opportunities for partnership. If you are not impressed with this organisation and their presentation, you will thank them for their time but not promise to follow up.

Your incentives: you are looking for a training programme that meets any of the hiring needs you may have, in large quantities as you have high turnover. The TVET organisation doesn't necessarily need to provide candidates for all roles, but should be able to fill at least 1 or 2. You would be open

to both apprenticeships, temporary to permanent work contracts and/or full time job placements. You are short on time and need high quality job candidates to fill roles. You will respond positively to TVET organisations that present multiple programmes related to construction, and/or who have large groups of graduates to choose from for potential roles.