

IMPACT REVIEW: staffable

May 2017

In Partnership with the Global Livingston Institute



TABLE OF CONTENTS

Contributors	3
Introduction to the GLI	3
Thanks	3
Staffable Africa: An Overview	4
Research Goals	4
Outline	4
Findings	5
Analysis	10
Conclusion	13
Contact	14
Appendix	14

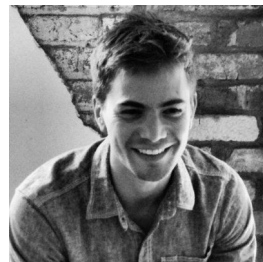
RESEARCH CONTRIBUTORS

Thanks to the following individuals for contributing to this work:



Jamie Van Leeuwen: *Chief Editor and Research Coordinator*

Jamie Van Leeuwen founded the Global Livingston Institute in 2009 to encourage students and community leaders to think bigger and think differently about international development. He currently serves as the GLI’s Chief Executive Officer. Jamie has been traveling to East Africa for more than a decade and continues to develop innovative partnerships between GLI and members of the public, private and nonprofit sectors in Uganda. In addition to his role as GLI’s CEO, Jamie is also a Senior Advisor for Colorado Governor John Hickenlooper.



Shane McLean: *Founder and CEO of Staffable Africa*

MBA, entrepreneur, founder / head of two previous successful service businesses. Shane has been based in East Africa since 2015. Starting or working in early-stage / VC-backed companies for over 7-years, Shane knows the hustle of growing a business. Shane holds a Bachelors in Business Finance from Florida Atlantic University, and a Masters in Business Finance from the University of Denver’s Daniels College of Business. Hiker, climber, biker and skier, from America’s Rocky Mountains, he’s an adventure seeker at heart.



Lauren Reising: *Lead Author and Research Analyst*

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Lauren currently lives in Kampala, Uganda and works part-time for GLI as a contributor to field research projects and developing regional health impacts. She works full time for Unreasonable East Africa, an accelerator for social-impact entrepreneurship. A recent graduate from the University of Denver, she studied International Relations with concentrations in Development Economics and Global Health.



Jerry Amany: *Lead Researcher*

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Jerry is a Ugandan who is passionate about Research and International Development. He holds a Bachelor of Arts degree from Makerere University, in Kampala, Uganda. He has worked on several research and development projects in the NGO sector for more than five years. He will soon complete a master’s degree in International Relations and Diplomacy, also from Makerere University.



Ryan Grundy: *Contributing Editor*

Ryan has worked at the Global Livingston Institute since November 2012. As the executive director, he manages the day-to-day operations of the organization and oversees all GLI’s programming, both in Colorado and East Africa. Prior to this role, he worked in Governor John Hickenlooper’s Office of Community Partnerships. He graduated from St. Edward’s University in Austin, Texas.

THE GLOBAL LIVINGSTON INSTITUTE

Staffable Africa's primary partnership is with the Global Livingston Institute (GLI) based in Denver, Colorado, USA. Founded in 2009 by Jamie Van Leeuwen, the GLI facilitates community-based development across East Africa through encouraging critical education experiences. For the past eight years, the GLI team has developed strategic partnerships in both East Africa and in the United States to promote a variety of social impact projects. Modeled after the Aspen Institute and the Rockefeller Bellagio Center, the GLI creates a 'place at the table' for students and community leaders to devise innovative solutions to complex poverty. The organization is divided into two core areas of focus: Education (Listen, Think) and Enterprises (Act).

THANKS

Thanks you to the 50 employees at Pizza Hut who graciously and openly spoke about their personal experiences. Without you, this report would not be possible! Also thank you to Pizza Hut Uganda and especially Maureen Bashabe, the Human Resources Manager at Pizza Hut Uganda, who coordinated the interview process as well as contributed to the design and execution of the survey format.

Thank you also to the Wilson Center and for the Wilson Center Fellowship supporting research conducted by Dr. Jamie Van Leeuwen.

STAFFABLE AFRICA: AN OVERVIEW

Staffable is a recruiting and training company based in Kampala, Uganda. As a workforce accelerator, Staffable's mission is to match local talent with employment opportunities aligned with an individual's skills, knowledge and background. This model has created a pipeline of job seekers who, as a part of the Staffable database, are either paired with a current client, or contacted at a later point once an opportunity becomes available.

Since its inception, Staffable has facilitated over 200 job placements for Ugandan nationals within the local workforce. One of the company's most noteworthy partnerships is with Pizza Hut, an American restaurant chain and international franchise (subsidiary to *Yum!* Brands Inc.). A relatively recent addition to the Ugandan food and service skyline, Pizza Hut launched in Uganda in May, 2016. Working alongside Pizza Hut's Human Resources department Staffable Africa has recruited over a hundred new employees to work for the chain in a range of positions, from Supervisor to Team Member.

GOAL

This study was designed to gage the depth and breadth of the social and economic impact Staffable is perpetuating through its current business model and vision.

RESEARCH OUTLINE

We collected all data through a survey/interview format (see Appendix). The survey was conducted with 50 Pizza Hut employees and we recorded individual responses by hand by having an dialogue with each employee to ensure the questions were translated correctly. For this reason, a research partner fluent in Luganda conducted all interviews. The same researcher conducted all interviews to ensure continuity. Once data collection was complete, we analyzed the information in an impact context. Staffable’s mission is to place individuals into employment opportunities so they can gain; a) financial independence b) employment experience and c) training that serves as a launchpad to inspire a career-oriented path and gateway to future job opportunities. As a result, we were curious about Staffable’s range of impact in these three quadrants and considered the data accordingly.



A map of Kampala, Uganda denoting the three Pizza Hut locations. Not pictured: Pizza Hut, Entebbe, Uganda.

FINDINGS

I. Aggregate Data Collection

The following statistics are based on interviews with 50 Pizza Hut employees, conducted via a survey template:

- Average Age: 26.38
- Average Household Size: 2.7
- Ratio of male-to-female employees: 20:30 (M:F)
- Average Income **before** employment at Pizza Hut per month: 500,652 UGX

- Average Income **after** employment at Pizza Hut per month: 807, 146 UGX
- Average amount of time employees have worked at Pizza Hut: 9.2 months

The chart below outlines the collected data reflecting the broad statistics noted in Part I. Note that all income is in Ugandan Shillings (UGX) and in places with “N/A” is indicating individuals who did not previously make an income. At the time of this research, the following conversion rates applied:

1 USD = 3,635 UGX

10 USD = 36,350 UGX

This conversation can be used to calculate the average income in dollars for the surveyed Pizza Hut employees, which is about \$222.00/month. The average income previous to individual’s employment at Pizza Hut through Staffable’s services was about \$138/month. This is an average of **68% increase** in monthly salary.

Acronym Table		
M: Manager	GM: General Manager	DIP: Diploma
S: Supervisor	TM: Team Member	HH: Household
AM: Assistant Manager	D: Driver	PH: Pizza Hut
SS: Shift Supervisor	R: Rider	

1.1. Aggregate Data Collection Table

Location	Interview #	Job Title	Age	Sex	Marital Status	Highest Level of Education	HH Size	Duration of employment at PH	Monthly income before employment at PH	Monthly income after employment at PH	Decrease/ Increase in Income
E N T E B B E	1	M	26	F	S	BA	2	9	500,652	807,146	(+)
	2	AM	28	M	S	BA	1	11	700,000	2,700,000	(+)
	3	SS	26	F	S	DIP	2	11	350,000	730,000	(+)
	4	SL	27	M	M	BA	3	11	200,000	730,000	(+)
	5	TM	24	M	S	DIP	1	11	200,000	500,000	(+)
	6	TM	21	M	S	A-level	1	11	550,000	500,000	(-)
	7	TM	25	F	/	DIP	1	11	300,000	500,000	(+)
	8	TM	33	F	S	DIP	5	11	400,000	500,000	(+)
	9	TM	25	M	S	DIP	1	11	450,000	500,000	(+)
	10	TM	22	F	S	DIP	3	11	500,000	500,000	(=)

	11	TM	31	F	M	BA	6	5	300,000	500,000	(+)
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C A L L	1	AM	37	F	M	BA	8	12	2,300,000	2,300,000	(=)
	2	SS	27	M	S	BA	1	7	350,000	730,000	(+)
	3	TM	25	F	S	BA	1	7	400,000	500,000	(+)
	4	TM	25	F	S	DIP	1	7	180,000	420,000	(+)
	5	TM	27	M	S	BA	6	7	750,000	500,000	(-)
	6	TM	24	F	S	BA	1	8	300,000	500,000	(+)

V I L L A G E M A L L	1	M	27	F	S	BA	2	11	800,000	4,100,000	(+)
	2	AM	34	F	M	DIP	4	11	1,100,000	1,300,000	(+)
	3	S	25	M	S	A-level	1	11	250,000	730,000	(+)
	4	SS	25	F	S	BA	1	11	300,000	500,000	(+)
	5	TM	32	F	M	BA	1	11	700,000	500,000	(+)
	6	TM	25	F	S	BA	5	10	1,200,000	500,000	(-)
	7	TM	27	M	/	A-level	3	11	350,000	500,000	(+)
	8	TM	22	F	S	BA	1	11	600,000	500,000	(-)
	9	TM	23	F	S	DIP	4	10	200,000	420,000	(+)
	10	TM	21	F	S	A-level	9	11	250,000	500,000	(+)
	11	TM	24	F	S	BA	1	11	350,000	500,000	(+)
	12	TM	28	F	S	DIP	3	5	450,000	500,000	(+)
	13	D	28	M	M	DIP	2	10	500,000	680,000	(+)
	14	TM	28	M	S	O-Level	1	9	400,000	653,000	(+)
	15	SS	27	F	S	BA	2	9	650,000	600,000	(-)
	16	R	29	M	M	O-Level	3	8	450,000	520,000	(+)
	17	TM	32	M	M	A-level	4	9	600,000	650,000	(+)

T H E C U B E	1	R	35	M	M	A-level	6	7	300,000	650,000	(+)
	2	TM	22	F	S	DIP	3	4	370,000	500,000	(+)
	3	TM	23	F	/	BA	2	11	N/A	500,000	(+)
	4	AM	24	F	S	DIP	1	11	450,000	2,000,000	(+)
	5	TM/D	31	M	M	BA	5	8	350,000	650,000	(+)
	6	TM	26	M	S	BA	3	10	500,000	500,000	(=)
	7	TM	23	F	S	BA	2	4	N/A	500,000	(+)
	8	AM	33	M	/	Post-Gr ad	3	9	800,000	1,850,000	(+)
	9	TM	23	F	S	BA	2	11	N/A	500,000	(+)

10	SL	21	M	/	A-level	4	11	800,000	730,000	(-)
11	TM	20	F	/	O-Level	6	5		500,000	(+)
12	TM	31	M	S	DIP	2	11	380,000	500,000	(+)
13	GM	26	F	S	DIP	2	10	500,000	3,600,000	(+)
14	D	26	M	/	O-Level	1	9	400,000	500,000	(+)
15	TM	27	M	/	DIP	1	3	350,000	500,000	(+)
16	TM	24	F	/	A-level	1	4	200,000	500,000	(+)

1.2. Breakdown of Employee Spending

An additional component in this first section of the survey inquired as to how individuals spent their salary and whether or not they are saving. The table below outlines the findings:

Education	Transportation	Housing	Living	Recreation	Savings
7 employees (14%)	47 employees (94%)	34 employees (68%)	29 employees (58%)	5 employees (10%)	34 employees (68%)

Interviewees were permitted to choose more than one category when describing their primary spending patterns. As a result, the data points do not total an explicit 50. The majority of individuals who stated Transportation as a primary spending also chose Housing as well as Living. A noteworthy category is Savings, denoting **68 percent** of Pizza Hut employees interviewed have a savings account and are managing their finances strategically. While low-income, informal employment opportunities in Kampala often yield an irregular income stream, such as driving a boda or selling consumables and/or clothing in small shops or “dukas” on the street, employment at Pizza Hut fosters a living standard that allows people to be comfortable enough to pay monthly living expenses as well as set a small amount of money aside each month into a savings account. Pizza Hut’s competitive wages have resulted in a higher than average retention rate, and they are seen as a desirable employer in the local restaurant/hospitality industry.

II. Qualitative Data Collection

The second half of the survey analyzes how Staffable’s ability to recruit and place individuals in professional opportunities provides a platform for future career endeavors. Current employees now have basic experience and training in service, delivery and management, which can act as a springboard for jobs beyond Pizza Hut, as well as opportunity for internal promotion.

A. Part I

What are your greatest challenges to working at Pizza Hut? How do you see your career path as a Pizza Hut employee? What keeps you motivated at Pizza Hut? What would make you want to stay at Pizza Hut for a long time?

While paraphrased, the above questions represent the “Career Goals” portion of the survey. Beyond having recruited local talent to work now, Staffable wants to ensure long term impact through encouraging individuals to grow within the company or mobilize their skills in another workplace. The majority of people interviewed answered that they did not face any particular challenges to working at Pizza Hut (the most frequent answer was the difficulty surrounding working a night shift), and rather that they were strategizing how to work harder and make themselves more competitive for promotional opportunities.

This leads to the second question: how do you see your career path at Pizza Hut? Almost everyone interviewed answered that they wanted to work hard to be promoted or strive to continue their training to be a team leader.

The primary form of motivation is the opportunity for promotion. Because Pizza Hut is organized into many departments, there are opportunities for individuals to be offered a job with a pay raise above what they are currently making. This fosters a sense of determination and encourages workers to invest themselves in their work and training.

Lastly, the majority of interviewees said the factor that would encourage them to stay at Pizza Hut long term is if they were promoted frequently and offered comparable salary raises. A portion of interviewees also described wanting to take the skills they have learned as a Pizza Hut employee so far and apply for jobs within a specific department at another business. For example, a portion of the training program is allocated to teaching employees about customer service, marketing, management skills, store operations, etc. If an individual feels a particular affinity towards one business skill, they articulated wanted to explore that industry further outside of Pizza Hut. The data shows Pizza Hut has implemented a successful training and continuing education model at all levels of their in-store team. However, no one conveyed a sense of urgency or desire to leave Pizza Hut immediately. Every interviewee had something positive to say about their experience, the training program and gratitude for their current opportunity.

B. Part II

What aspects of your training do you see as the most valuable for your future career?

The purpose of this section is to determine which component of the training appeared most valuable to the recruited employees. The options which they could choose from are as follows:

- Management Skills
- Store Operations
- Customer Service
- Delivery
- Marketing

Interviewees were permitted to choose more than one. The chart below outlines the responses.

1.3. Breakdown of Valuable Skills Acquired through Training

Management Skills	Store Operations	Customer Service	Delivery	Marketing
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37 employees (74%)	21 employees (42%)	33 employees (66%)	9 employees (18%)	16 employees (32%)
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Employees were also given space to suggest any components of the training curriculum that they thought could be beneficial for the future. These suggestions included

- Leadership
- Mentorship
- Accounting
- Finance
- Logistics
- Supply Chain
- IT Technologies
- Teamwork

ANALYSIS

Through this impact study we have concluded the following:

- a) The majority of Pizza Hut employees recruited through Staffable have experienced an **increase in their monthly salaries** by an average of **68%** per month.
- b) **100%** of recruited Pizza Hut employees are satisfied with their working environment
- c) The majority of recruited Pizza Hut employees are looking forward to **expanding their career horizons** either within Pizza Hut (i.e. promotion), or outside of Pizza Hut in an specific field, likely one they were exposed to through the training process.

The last portion of the survey provided a space for individuals to present a testimonial, or extra commentary speaking to their experiences. The majority of interviewees spoke to the “fairness” of the process; that it ‘eliminated bias.’ Although lengthy, employees appreciated the way interviews for their current job title were conducted and felt relieved when offered the position. The testimonial section highlighted the value of “promotion” and personal “career growth” as well as the value of “teamwork,” or being a part of the team as key components to employee experience as a Pizza Hut. We coded this information based on whether or not specific words or phrases appeared in this section of the interview process. A number 1 denotes that a word or phrase was mentioned, while a 0 indicates no mention. We analyzed this information to discern a) the percentage of employees that referenced each term b) most frequently mentioned term and c) a high-level view of employee perspective.

Because “teamwork” and “being a member of the team” was valued so highly alongside a strong desire to be promoted, we were curious about the competitive underbelly to these converging forces. A category for whether employees mentioned “competition” or a “competitive drive” was added as part of the coding process.

2.1. Analysis of Employee Testimonials

Based on the testimonial component to the interviews, the overarching takeaway is the importance of promotion - or the possibility of promotion - to employees. It is clear this factor motivates individuals to stay

engaged in the workplace as well as see a long-term career path within Pizza Hut. The second most frequent mention was teamwork. Interviewees see clear value in working somewhere with a positive, supportive environment where they can learn and succeed.

Employee Number	Location	Categories			
		Fairness	Competition	Promotion (Growth)	Teamwork
1	The Cube	0	0	0	0
2	The Cube	1	0	1	0
3	The Cube	0	0	1	0
4	The Cube	0	1	1	1
5	The Cube	0	0	1	0
6	The Cube	0	0	1	1
7	The Cube	1	0	1	0
8	The Cube	0	0	1	0
9	The Cube	0	0	0	1
10	The Cube	1	0	1	0
11	The Cube	0	0	1	0
12	The Cube	1	0	0	0
13	The Cube	0	0	0	0
14	The Cube	0	0	0	0
15	The Cube	0	0	0	0
16	The Cube	1	0	0	0
17	The Cube	0	0	0	0
18	Village Mall	0	0	1	1
19	Village Mall	0	0	1	0
20	Village Mall	0	0	1	0
21	Village Mall	1	0	1	0
22	Village Mall	0	0	1	1
23	Village Mall	1	0	0	0
24	Village Mall	1	0	1	1
25	Village Mall	0	0	0	0
26	Village Mall	0	0	0	0
27	Village Mall	0	0	1	1
28	Village Mall	0	0	1	0
29	Village Mall	0	0	1	1
30	Village Mall	0	0	1	1
31	Village Mall	1	0	1	1
32	Village Mall	0	0	1	1

33	Village Mall	0	0	1	0
34	Village Mall	0	0	1	0
35	Call Center	1	0	0	0
36	Call Center	0	0	1	1
37	Call Center	0	0	1	0
38	Call Center	0	0	1	1
39	Call Center	1	0	1	1
40	Call Center	0	0	1	1
41	Entebbe	1	0	1	0
42	Entebbe	1	0	0	0
43	Entebbe	0	0	1	0
44	Entebbe	0	0	1	0
45	Entebbe	0	0	1	0
46	Entebbe	0	0	1	0
47	Entebbe	0	0	1	0
48	Entebbe	1	0	0	0
49	Entebbe	0	0	1	0
50	Entebbe	0	0	0	0
TOTALS		14	1	35	15

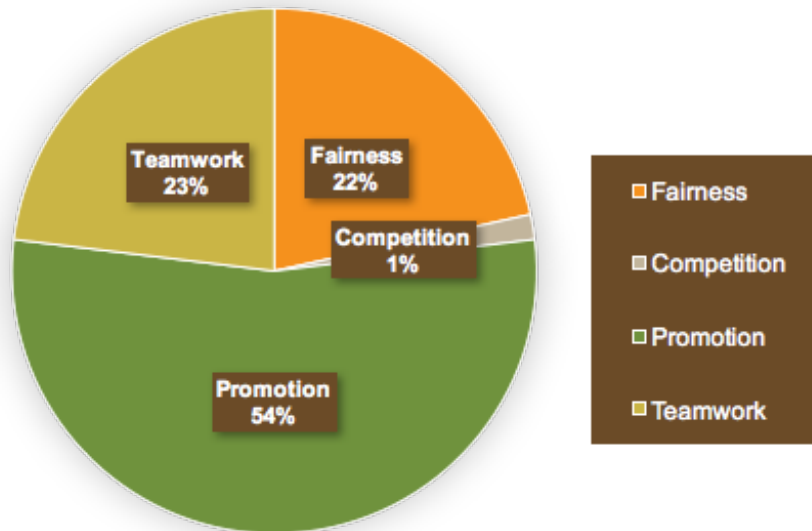
Most Frequently Noted Aspect to Employment at Pizza Hut:

Based on the 50 employees interviewed at four locations within Kampala and Entebbe,

70 percent

noted the opportunity to advance through the company through promotion as a primary component of their satisfaction working at Pizza Hut.

2.2. Overall Findings as Percentages



The chart above represents a breakdown of term frequency. Throughout the interview process, 54% (35/50) of employees noted how the possibility for promotion made the work hard and remain motivated. Many individuals recalled personal stories they had heard about employees moving up the ladder to become a shift manager, general manager or supervisor after starting out as a team member or driver. This inspires a sense of purpose for all employees at each level since they know hard work is well received by the managing staff. The interview process was referred to as “fair” more than any other word choice and the most common motif, beyond the importance of promotion, was the team aspect employees feel at work. While we suspected there could be an underlying competitive aspect to working where the majority of individuals are striving for promotional opportunities, the results indicate the opposite. Competition was mentioned only once within the 50 interviews. This could be the result of the survey construction (interviewees did not feel encouraged to speak to this element of the work environment) or a reflection of a highly supportive workplace. A third possibility is that, due to the nature of the company, there is an ample supply of promotional space so every employee feels they can escalate equally as new trainees enter the program.

2.3. Percentages of Employees that Referenced Each Category

The following chart breaks down the total percentage of surveyed employees that mentioned each topic. Because 35 out of 50 employees noted “promotion” as a key component to the workplace, this equates to 70 percent of interviewed individuals echoed the same sentiment. If using this data to consider a high-level overview of company dynamics, we can make the assumption that 70 percent of the employee base would place similar value on this aspect of working at Pizza Hut. The same could be true of teamwork, competition and the fairness of the interview process.

Fairness	Competition	Promotion	Teamwork
28%	0.02%	70%	30%

CONCLUSION

Going forward, Staffable will internalize this information and the feedback provided to evaluate the business model and ways in which impact is currently being measured. While the overwhelming consensus was that Staffable is providing a positive, impactful service, are there ways we can improve the process further? A criticism of the hiring process was its length -- is there a way to evolve this to be more timely? How can Staffable integrate feedback regarding training program curriculums to involve a wider range of industry exposure (i.e. finance, accounting, leadership, etc.).

As we move throughout the remainder of 2017, we will reflect on this data and construct an action plan moving into the next recruitment phase, both for Pizza Hut as well as for future clients.

CONTACT

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APPENDIX

See below the survey used in the data collection process.



Impact Study Survey

Name: _____ Store: _____ Job Title: _____

Age: _____ Gender: M / F Marital Status: Single/Married Residence: _____

Highest Level of Education _____ Household Size _____

1. How long have you been working at Pizza Hut? _____
2. What was your income **before** working with Pizza Hut? _____
3. What is your current income **after** working with Pizza Hut? _____
4. How do you use your money?
 - a. Percentage used for education? _____
 - b. Healthcare? _____
 - c. Housing? _____
 - d. Transportation? _____
 - e. Living (childcare, food, clothing, etc.)? _____
 - f. Recreation? _____
 - g. Saving? _____
5. How has your budget changed since you started working? _____

6. What are your biggest challenges to advancing your career? (what are you missing to take the next step?)

7. How do you see your career path as a (Pizza Hut/YUM) employee? Is there a job you would like to have, as a result of working at Pizza Hut that you had not previously considered?

8. What keeps you motivated at Pizza Hut? _____

9. What would make you stay at Pizza Hut for a long time? _____

10. What aspect of your training and employment at (Pizza Hut/YUM) do you see as the most valuable for your future career? (management skills, store operations, customer service, delivery, marketing, etc.)

11. Testimonial; anything you would like to say about the recruitment process through Staffable and the application process to be an employee at (Pizza Hut/YUM)?

