

**DR. FLORENCE KAGENDO MUINDI Ph.D**  
UNIVERSITY OF NAIROBI  
SCHOOL OF BUSINESS  
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## ***CURRICULUM VITAE***

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### **PROFESSIONAL PROFILE**

Florence has a wealth of management and training consultancy for the private sector, public sector and Non governmental organizations having done consultancies in these sectors in the last 20 years. She is currently an independent consultant and a lecturer at the University of Nairobi, School of Business, Department of Business Administration. She has skills and competence in providing solutions to organizations in the area of **Human Resources Management, Strategic Planning, Project Management, Organization Development Leadership and Governance**. She has the necessary know how to develop best practices and take organization efficiency and effectiveness to highest level through various interventions in management and leadership. Her research interest are in HR.

Florence holds a **Doctor of Philosophy Degree in Business Administration (Human Resources Management)** from the University of Nairobi, a **Master of Science in Entrepreneurship Development** (Jomo Kenyatta University of Agriculture and Technology) and a **Bachelor of Education degree (Business and Economics)** from the University of Nairobi)

### ***BACKGROUND***

***NATIONALITY:*** *Kenyan*

***SEX:*** *Female*

### **Qualifications**

***EDUCATION:*** **Doctor of Philosophy Degree in Business Administration (Human Resources Management),** University of Nairobi 2014

**Master of Science, Entrepreneurship Development,** Jomo Kenyatta University of Agriculture and Technology, 1994

**Bachelor of Education ( Upper 2<sup>nd</sup> Class Honours) degree in Business and Economics;** Nairobi University, 1984.

**LANGUAGES:** **English & Kiswahili** – High proficiency, spoken and written.

**MEMBERSHIP ASSOCIATION** Institute of Human Resources Management Kenya

### **WORKING /PROFESSIONAL EXPERIENCE**

**1998 - Present** – Lecturer University of Nairobi, School of Business, , Department of Business Administration

**Coordinator** of Master of Science in Human Resources Management and Master of Science programmes in Entrepreneurship and Innovations Management, , and Master of Science in Marketing ( January 2012 to date)

**Lecturing** to undergraduate and postgraduate students in areas of Strategy, Human Resources management, entrepreneurship and related areas including performance management, Reward management and Human resources development , Leadership, Business planning, SME policy, Entrepreneurial behavior among others.

**Curriculum Development** - Took lead and participated in the Development of curriculum for Master of Science programmes in Human Resources Management,, MBA and bachelor of Commerce

**Module Development:** Developed Modules for distant learning in Human Resources Management and Compensation Management

Supervising Masters level and Ph. D Students in their projects and thesis

**Vice Chair** of African International Business and Management (AIBUMA) Conference Committee ( Janaury 2011 to December 2013)

**Co opted committee** member of the University Of Nairobi Management Board (UMB) to take lead in **Development of Human Resources Recruitment and Selection Policy; Training and Development Policy; and Review of Human Resources Management practices** (February 2010 – November 2012)

October 2009 – December 2012 - **HR Expert -Proposed University of Nairobi Institute of Head and Neck Surgery (UNIHANS)** - To **develop organizational structures** which will enable the organisation achieve its mandate efficiently and effectively, propose human **resources including job descriptions and specifications, and determine the compensation structure and costs** to meet the objectives of the organisation

**June 2011 to June 2015 - Member of Board of Directors, Central Bank of Kenya**

Chair of the **Human Resources** Committee of the Board

Member of Audit Committee of the Board

**June 2011 to June 2015 – Member of Board of Directors, Kenya school of Monetary Studies**

Chair of Finance and General purpose committee of the board  
Member of Audit Committee of the Board  
Member of Academic and Research Committee of the Board

**1992 – 2001: Associate Consultant, Professional Training Consultant**

Consultant responsible for conducting management and training consultancies services to governments and Private sector

**1995: Course Director and Lecturer, Kenya Railway training Institute, Management Training Centre. Nairobi**

Planning, Coordinating implementing and Evaluate, training programmes at the management training Centre.

**1984-1994: Lecturer, Kenya Polytechnic and Kenya Technical Teachers College, Nairobi**

Lecturing in Accounting, Economic and Human resources management, in Kenya Polytechnic and Kenya Technical Teachers college

**RELEVANT CONSULTANCY ASSIGNMENTS/EXPERIENCES**

**March 2018 – June 2018 – KenTrade Agency – Lead Consultant in conducting job satisfaction and Work environment survey**

**April 2017 – On going – Micro and Small Enterprise Authority/World Bank –** Consultancy to support the delivery of Grants and Business Development Services Under the Kenya Youth Employment and Opportunities Project ( KYEOP)

**January 2017– Ongoing -Ministry of Public Service -** Appointed by Cabinet Secretary as a member of Inter- Agency Technical Committee of the Capacity Assessment and Rationalization of the Public Service

**January – March 2017 – Catholic Mission Medical Board (CMMB) –** Consultancy to Develop Human Resources Management Policies and Procedures Manual

**April – June 2017 – Ministry of Education –** Consultancy to Development of Master Plan and Business Plans for Science and Technology Parks in Kenya.

**May 2017 – Ministry of Public Service –** Consultancy to develop Human Resources Management Succession Management Strategy for Public Service

**November 2016 – Ministry of Public Service** – Consultant to develop a Human Resources Management Strategy Framework for the public service in Kenya

**August 2016- February 2017 (Commission for University Education)** Development of guidelines for thesis supervision and code of conduct for research in Universities in Kenya

**November 2016 – Ministry of Public Service** – Facilitator in a retreat to finalise the development of Human resources strategy framework for the public sector

**September 2016 – Ministry of public Service** - Facilitator in the Heads of Human Resources Retreat, Naivasha

**August 2015 – On going** - Conducting a series of Management and leadership training for Oilibya Kenya. The trainings done so far include coaching for Excellent Performance, Project Management, Time management and Personal effectiveness and Leadership and supervisory skills development

**August 2015 – On going** - Conducting a series of Management and leadership training for Oilibya Kenya. The trainings done so far include coaching for Excellent Performance, Project Management, Time management and Personal effectiveness and Leadership and supervisory skills development

**March - May 2012** – Conducted a survey on “**Audit of staff skills and competencies in the Insurance Industry**” - Commissioned by Insurance Regulatory Authority

**A August 2015** - Assisted the Office of Auditor General in the recruitment of graduate trainees. The terms of reference included **coordinating aptitude tests and interviewing the candidates**

**May 2015 – On going** - Lead consultant on various Human Resources management related consultancies at **Kenya Wildlife Services (KWS)**. Has completed two rounds of training for supervisors and currently reviewing their performance management system to align it with the strategic plan which is on Balanced Score Card framework

**May 2011 – February 2013** – Consultancy Services to **Coordinate Curriculum Development and training of trainers** for the Parliamentary and County Assemblies – **Kenya National Assembly/The Centre for Parliamentary Studies and Training**

August – December 2008 – Lead Consultant – Learning Centres Project (Uganda and Ghana) by **Centre for African Family Studies/International Planned Parenthood Federation (IPPF)** to design and implement a training programme on **Leadership and Management for selected membership association**

**June – July 2014** – Consultancy to conduct Impact/Outcome evaluation of Capacity Strengthening for FP/RH Institutional and Programme Effectiveness (Ethiopia, Kenya and Rwanda) - **Centre for Africa Family Studies (CAFS)/ Packard Foundation**

## **OTHER ASSIGNMENTS**

**August 2016 – Strategic Planning** – lead consultant on training in Strategic Planning and developing a Strategic plan for **Zinco Kenya Ltd** – A firm in real estate industry

**May 2015 – On going** - Lead consultant on various management and Leadership training at s at **Kenya Wildlife Services (KWS)**. Has completed two rounds of training for supervisors , Team leadership and Performance Management.

**February 2015 – July 2015** – Capacity assessment and Strengthening of **Ewaso Nyiro South Development Authority**

November/ Dec 2010 – **Team Leader and Consultant, Customer Satisfaction Survey** for University of Nairobi Enterprises and Services (UNES)

April – July 2010 - **Consultant (Research) –Market Price Index survey** for commonly procured items by government entities - Public Procurement Oversight Authority (PPOA), Kenya

March 2010 – Lead Consultant - Githunguri Dairy SACCO – training on Enhancing Competitiveness of Saving and Credit Cooperative Societies

**August 2009 – Lead Consultant - Ministry of Cooperative Development** – Conducted entrepreneurship and Marketing Strategy Development training for District Cooperative officers

2006 – February 2009 - **Lead Consultant** - Develop and implement **governance and management training programme** for district Health Management Committees in Kenya – Family Care international

August – December 2008 – Lead Consultant – Learning Centres Project (Uganda and Ghana) by **Centre for African Family Studies/International Planned Parenthood Federation (IPPF)** to design and implement a training programme on **Leadership and Management for selected membership association**

September 2007 – Consultant -Contracted by **Kenya Broadcasting Corporation (KBC)** to design and conduct training on Governance for its board members and senior management

1999 – 2007 – Consultant - Management training and development for British American Tobacco (BAT) in several course including team Leadership, influencing Skills, Self and Team Motivation, Creative Thinking, Resource Management, Retirees Training among others.

August 2007 – Consultant - Contracted by **Lea Toto** (an NGO supporting HIV/AIDS orphans and the disadvantaged) to facilitate a team building training

April - August 2007, **Lead Consultant - Green Zones Development Support project** - Planning and implementing project for Community Based organisations to enable them **identify business opportunities and write proposals** for income generating projects for funding

**June 2007 – Lead consultant -Kenya Horticultural Crops Development Authority** - Designed and conducted a training on proposal writing for its senior staff

May 2006 – **Consultant - Care International** - Facilitating on resource Mobilisation and Strategic Planning for Faith Based Organisation

August 2006 to date - Lead facilitator/trainer – **Resource Mobilisation, and Leadership Courses** Courses for regional courses - **Centre for African Family Studies (CAFS)**

### **2002 - 2006Centre for African Family Studies (CAFS)**

Designed, implemented, monitored and evaluated a 3-year capacity building project on leadership for NGOs and Ministries of Health in selected countries; included self learning, advanced leadership training and mentoring (2002 – 2006)

2002 – 2006 – Programmes coordinator, Centre for African Family Studies ( CAFS) - Designed, implemented, monitored and evaluated a 3-year capacity building project on leadership for NGOs and Ministries of Health in selected countries; included self learning, training of trainers, advanced leadership training and mentoring (2002 – 2006)

Designed, implemented, monitored and evaluated a 3-year capacity building project on management of NGOs and Ministries of Health in selected countries (2002 – 2005)

### **SEMINARS/CONFERENCES ATTENDED**

1. December 2014 – Monitoring and evaluating Procurement Performance, Crown Agents, Dubai
2. August 2014 - Audit Committee in the New Era, Harvard Business School, USA
3. August 2014 – Compensation Committees, Challenges and Opportunities, Harvard Business School, USA
4. May 2014 – Leading with Courage and Creativity, Harvard Kennedy School, USA
5. December 2013 – Continuity Planning and Risk Management, Central Banking Publication, Kuala Lumpur, Malaysia
6. April 2012 – Strategic Planning and Change Management, Central Banking Publications, Windsor, UK
7. September 2011 - **Human Resources: Engaging People and Facilitating Performance**, Central Banking Publications, Cambridge, UK
8. July 2011 - Corporate Governance Training , Centre for Corporate Governance , Mombasa
9. August 2010 – 2014 – Annual African International Business and Management (AIBUMA) Conferences

### **PH. D THESIS**

Muindi ( 2014) , Quality of Work life, Personality, Job Satisfaction, Competence and Performance of Academic Staff in Kenyan Public Universities

## RESEARCH AND PUBLICATIONS

Twahib M. O, K'Obonyo P.K. and **Muindi F** ( 2017). Employee Job Tenure: An Accolade or an Abash. *International Journal of Innovative Research Knowledge* Vol 2 Issue 6, December 2017. ISSN number 2213-1356

Olendo P. and **Muindi F.** ( 2017). The Perceived Relationship Between Employee Retention Practices and Organization Citizenship Behaviour. *International Journal of Scientific Research Publications*, Vol. 7 , Issue 2, February 2017. ISSN 2250 – 3153

**Muindi F.** ( 2016) The Influence of Personality on the Relationship Between quality of Work life and Job Satisfaction among Academic Staff in Kenyan Public Universities *British Journal of Economics, Management and Trade* 15 (2): 1 – 11 Article no. BJEMT. 28834 ISSN: 2278-098X . SCIENCEDOMAIN International

**Muindi F** and Odandi C ( 2016) Factors influencing retention of rural health workers in Siaya County *DBA Africa Management Review August, Vol 6 No.3, 2016 pp. 27 – 41*

**Muindi F,** and K'Obonyo P.( 2015). Quality of work life, Personality, Job Satisfaction, competence, and job Performance: a critical review of Literature *European Scientific Journal September 2015 edition* vol.11, No.26 pg 223 – 240 No.26 ISSN: 1857 – 7881 (Print) e-ISSN 1857- 7431

**Muindi F,** Nzulwa J and Nyakairu A. ( 2015) Quality of work life practices adopted by Horticultural Farms in Kenya, *DBA Africa Management Review August, Vol 5 No.2, 2015 pp. 101-123* ISSN 2224-2023

Ombaka B, **Muindi F** and Machuki V ( 2015) Effectiveness of the balanced scorecard in implementation of corporate strategy - a case study of a Kenyan insurance company *Prime Journal of Business Administration and Management (BAM) ISSN: 2251-1261. Vol. 5(11), pp. 1941-1948*

**Muindi F.** & Wangara C. (2012); Trade Unions Leadership Effectiveness and Factors Influencing Leadership Effectiveness: The Case of Kenya Union of Sugar Plantation and Allied Workers (KUSPAW); *African Journal of Business & Management (AJBUMA) Vol. 1 No. 1 (2012) AIBUMA Publishing; ISSN 987-9966-1570-1-0*

Maalu J.; Nzuve S., & **Muindi F** ( 2012) A Survey of Personal Goals and Perception of Entrepreneurial Ability Amongst Students at the School of Business, University of Nairobi; *African Journal of Business & Management (AJBUMA) Vol. 1 No. 1 (2012) AIBUMA Publishing; ISSN 987-9966-1570-1-0*

**Muindi F.** ( 2011); The Relationship Between Participation in Decision Making and Job Satisfaction Among Academic Staff in the School Of Business, University Of Nairobi, *Journal of Human Resources Management Research, Volume 2011 (2011), IBIMA Publishing ,Article ID 246460, DOI: 10.5171/2011.246460; ISSN NO.2166-0081*

## **CONFERENCE PAPERS PRESENTATIONS**

### **AIBUMA July 2016**

Muindi F, and Kivindu F, 2016) Factors influencing Commitment of Non Academic Staff in university of Nairobi, Conference paper presented in AIBUMA conference

### **DBA African Management Review Conference 2015**

Ombaka B, Muindi F and Machuki V ( 2015) Effectiveness of the balanced scorecard in implementation of corporate strategy - a case study of a Kenyan insurance company \_ DBA African Management Review Conference 2015

Muindi F. (2015) Quality of work life practices adopted by Horticultural Farms in Kenya - DBA African Management Review Conference 2015,

### **AIBUMA 2015**

Muindi F ( 2015) Quality of work life, Personality, Job Satisfaction, competence, and job Performance: a critical review of Literature **AIBUMA conference 2015**

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