

## Role Title

Head of Human Resources Kenya & East Africa Cluster

## Role Information

Role	Pay Band	Location	Duration	Reports to:
HR Business Partner	Pay band 8/ E	Kenya	Indefinite	Regional HR Director [SSA]

## Role purpose

The HR Business partner will support the HR Director by providing operational HR expertise across the broad spectrum of HR activity. This role supports the HR Director to develop strategies, plans, budgets, projects and timelines to deliver the regional people and business plan. The role will be key to ensuring that the HR services provided in the East Africa Cluster are consistent with global HR policies and processes, reflect local policy frameworks, and are high quality and efficient. The role acts as a senior adviser/business partner to regional/country leadership, HR and business leads. Interfaces with English & Exams, Education & Society and Arts Strategic Business Units (SBUs) and HR Centre of Expertise (CoE) colleagues to deliver corporate, regional and country results. The role will lead a team of in country HR professionals to provide high quality, customer-focused functional support to all teams based in the cluster of countries. Key focus will be on interpretation and tactical application of policy to suit local business needs as well as resolution of complex problems.

## About us

The British Council is the UK's international organisation for cultural relations and educational opportunities. We create friendly knowledge and understanding between the people of the UK and other countries. We do this by making a positive contribution to the UK and the countries we work with – changing lives by creating opportunities, building connections and engendering trust. We work with over 100 countries across the world in the fields of arts and culture, English language, education and civil society. Each year we reach over 20 million people face-to-face and more than 500 million people online, via broadcasts and publications. Founded in 1934, we are a UK charity governed by Royal Charter and a UK public body.

## Geopolitical/SBU/Function overview:

The role will oversee HR in Ethiopia, Kenya, Rwanda, South Sudan, Sudan, Tanzania and Uganda. This will be done through the assistance of Country based HR business partners

The British Council established a presence in Ethiopia in 1942 shortly after the return of the Emperor Haile Selassie from exile in the UK. There are 65 full-time staff working across programmes in the Arts, English, Education and Society across Ethiopia's 11 regions. We work with partners – UK, Ethiopian and international – to the benefit of individuals, the UK and Ethiopia. Key clients on programmes and projects include DFID and the EU

The British Council in Kenya was established in 1947. British Council began in Kenya as a library providing a great channel for numerous of Kenyan students and educators. The Nairobi centre located in Upper Hill, Kenya also hosts the Sub Saharan Africa Regional

Office and has about 67 full time staff working across programmes in Arts, Exams, Education and Society and professional services - inclusive of both the Kenya team and the Regional team.

The British Council has operated in Rwanda since 2008 becoming a full country directorate in 2012 with the aim of building cultural and educational relations between Rwanda and the UK. British Council Rwanda is based in its Kigali office and offers a range of British Council services and programmes including Exams, Education, English in Education Systems and Arts.

British Council South Sudan is a relatively new office with a small team currently delivering a limited portfolio of projects that includes Connecting Classrooms, New Connections Arts for Development and some full cost recovery work.

The British Council established a presence in Sudan in 1947. The population of Sudan is approx. 39m, growing to 50m by 2025. 42% are under 14 years and 20% are aged 15-24. The Sudan directorate offers a wide range of British Council products and services: it has a vibrant Teaching Centre (one the fastest growing in the network), with a sizable number of network teachers and part time teachers; a busy exams business, a vibrant portfolio of projects and programmes in all three SBU areas, and a rapidly growing portfolio and pipeline of full cost recovery activity

The British Council has operated in Tanzania since 1947. Tanzania has a population of over 45 million, predominantly young people (60% under 25 years old). The Tanzania directorate has a teaching centre, has been involved in developing professionals in the creative industry and has the next generation youth program. It currently has a staff capacity of about 35 staff.

The British Council was established in Uganda in 1952, was closed in 1972 and re-opened in 1984. The population of Uganda is around 34 million, 70% of whom are under the age of 24 – Uganda has the world's largest percentage of people under the age of 30. The directorate has 20 staff operating across exams, education and arts.

### **Main opportunities/challenges for this role:**

With the global changes facing the HR function in general, including the stepped-up competition for talent, the impact of the economy, data driven HR practices, and the new developments in technology, combined with the region specific environment and complexities, the role is expected to make a major contribution to the successful management of HR as well as providing vital support to all operational team members. They will contribute to the development of the HR function and modelling the values and principles of a collaborative, integrated and mutually supportive team.

The global HR team has undergone a significant restructure to position it more effectively to support the rapidly changing needs of the British Council. In conjunction with the SSA HR Director, this role is key to ensuring HR services in the East Africa Cluster effectively support the business plans and are consistent with global CoE strategies, guiding principles, policies and procedures, processes and practices, and where necessary, adapting them to reflect local market needs and conditions, e.g. legal, regulatory, social and culture frameworks. The global CoE's include:

- Resourcing
- Reward
- Employee Relations
- Talent and Development
- Leadership and Policy

The Head of HR Kenya & East Africa Cluster reports to the SSA HR Director and will work closely with other members of the regional HR team, who provide senior HR expertise to the region. They will also need to engage with HR leaders in the global and regional Centres of

Expertise and Strategic Business Units to ensure alignment of frameworks, policies, casework and core standards and ensure HR/business insights and knowledge is shared.

This role will have overall HR responsibility for a number of countries (Ethiopia, Kenya, Rwanda, Sudan, south Sudan, Tanzania & Uganda) with varying degrees of complexity in the external HR regulatory environment, geopolitical stability, talent availability and cultural difference. Part of the complexity of the role will be to navigate these complexities to ensure the best balance between global, regional and country requirements. They will line manage the HR business Partner for Ethiopia & Sudan and HR Analyst for Kenya.

## **Main Accountabilities:**

### **Consultancy and high quality HR service**

- Deploys a range of HR specialist or bespoke approaches to support the provision of high quality services and advice
- Lead and co-ordinate the regional annual people cycle, for performance management, talent management, succession planning, learning and development etc., engaging and communicating with key stakeholders to deliver in line with British Council timelines, policies and processes.
- Manages health and wellbeing of Regional employees, in conjunction with the Regional Wellbeing, Employee Relations and International Mobility Team leads as required.
- Works with the International Mobility Team and Group Employment Tax Specialist to organise support for globally mobile staff in region, e.g. advice on ER, mobility packages, employee tax support, etc.
- In conjunction with Regional Leadership Team and Global Network Teams, manage emergency planning and contingency and execute on withdrawal policy and procedures.

### **Leadership and business partnering - Internal customer focus**

- As a member of the regional HR Leadership Team, contribute to the development of the HR strategy, budgets and people plans for the region - sharing expertise and learning and ensuring an integrated approach to delivering high impact HR advice and quality service delivery across the region.
- Builds an in-depth understanding of the particular business and operational context, opportunities and challenges facing operations and management, to ensure the development of new practices based on informed business insight and joined-up thinking. Consults closely with internal customers and other stakeholders to understand current and future business needs, and plans work activities accordingly to ensure the services and advice they provide meets those demands
- Applies advanced HR generalist knowledge to solve a range of complex business issues. Devises non-standard or bespoke analytical approaches to understand complex problems and enable informed business-planning, decision-making and/or the development of new or improved practice
- Provides expert HR advice, support and challenge to internal customers and other stakeholders to support the development of high quality, effective and continuously improving business practices within their area of functional expertise, ensuring high quality service is delivered to maximise performance and minimise risks and costs

### **Service improvement**

- Identifies and makes recommendations to Regional HR Director for improvements to ways of working that enhance the effectiveness and efficiency of the corporate functional discipline, as well as the operational effectiveness of their internal customers
- Makes professional recommendations which have a measurable impact on local business performance in terms of efficiency, quality, reliability, and internal customer satisfaction
- Actively champions and monitors staff compliance with the agreed corporate policies and practices relevant to their area of functional expertise. Investigates reasons for non-

compliance

- Provides specialist expertise advice or ideas into the development and implementation of corporate and regional change projects. Scope, plan, deliver and evaluate HR/OD and change projects / initiatives, working closely with global and regional CoE's leads and regional / country HR, Resourcing and Reward leads as required.
- Distils complex concepts and analysis into cogent and persuasive business case presentations, which convincingly influence decision-makers about the need for significant changes to policy or practice

#### **Line management and functional expertise**

- Determines work plans and coordinates input from in country HR professionals to meet specific objectives, line manages HR business partners in Ethiopia & Sudan and HR Analyst in Kenya
- Provide formal line management to the in country HR professionals
- Providing professional coaching/mentoring to regional / country HR leads, to manage non-routine HR issues or guidance to implement project and change plans.
- Contributes to the development and delivery of training and guidance of other professionals in the field.
- Develops peer/personal networks within and outside the British Council to enhance own knowledge and expertise. Shares expertise and best practice with country HR leads.
- Build HR, people management and coaching capabilities of regional managers and HR leads, via:
- Coaching / guiding and advising in the annual HR people cycle: Resourcing, Induction, ER, Reward, Performance, Talent & Succession management
- Providing or sourcing training and development for HR leads and line managers in country to increase capability.
- Inducting new HR managers and training new regional staff and country leadership in HR systems and processes.
- Proactively pursues an annual cycle of formally recognised Continuing Professional Development to maintain and deepen their professional expertise

### **Key Relationships:**

#### **Internal**

- Regional Leadership and country management teams
- Staff in region/cluster
- Regional HR Director, Regional and Country HR Leads and teams
- SBU Leadership teams – in the UK, region and in country
- HR Leadership Team, including Centres of Expertise, Global Operations and Global HR Director Network
- HRBPs in cluster
- Change programmes leads

#### **External**

- Professional and government bodies, country appointed legal counsel, HR consultancies
- External partners, suppliers, regulatory and professional bodies/associations.

### **Role Requirements:**

#### **Threshold requirements**

#### **Assessment stage**

#### **Passport requirements/**

All applicants should have a pre-existing legal status

Shortlisting

<b>Right to work in country</b>	to live and work in Kenya. The British Council will not facilitate/sponsor visa applications and work permits. Candidates must have the ability to travel to all countries in the cluster.	
<b>Notes</b>	Frequent travel expected. Security vetting and criminal checks may be applied before appointment.	
<b>Person Specification</b>		<b>Assessment stage</b>
<b>Language requirements</b>		
<i>Minimum / essential</i>	<i>Desirable</i>	
<ul style="list-style-type: none"> <li>English Language at Proficiency Level</li> </ul>	<ul style="list-style-type: none"> <li>local language at Intermediate Level</li> </ul>	Shortlisting
<b>Qualifications</b>		
<i>Minimum / essential</i>	<i>Desirable</i>	
<ul style="list-style-type: none"> <li>First degree in Human Resources or a relevant professional HR qualification</li> </ul>	<ul style="list-style-type: none"> <li>CIPD qualified or equivalent</li> </ul>	Shortlisting
<b>Role Specific Knowledge &amp; Experience</b>		
<i>Minimum / essential</i>	<i>Desirable</i>	
<ul style="list-style-type: none"> <li>Minimum 5 years HR Generalist experience within an international organisation</li> <li>Strong HR generalist; well versed in all areas of the HR life cycle.</li> <li>Able to demonstrate experience of leading the successful implementation of HR change projects across a broad geography. Effective change management communication skills</li> <li>Experience in building and managing effective teams across multiple geographies.</li> <li>Track record of building effective relationships with business leadership teams and managing a range of complex internal and external stakeholders in the delivery of high quality and effective professional HR services.</li> <li>Significant HR business partner experience in an international context working across multiple business streams</li> </ul>	<ul style="list-style-type: none"> <li>Working in both public, not for profit and private sector organisations</li> </ul>	Shortlisting and Interview

<ul style="list-style-type: none"> <li>▪ Excellent commercial acumen and understanding of business strategy and practices</li> <li>▪ Experience of working in a matrix management structure.</li> </ul>		
<b>British Council Core Skills</b>		<b>Assessment Stage</b>
<p><b>Managing People (level 3). Manages a team</b> Provides full line management to a team where all members are working in a similar area of expertise or business. Scope includes planning, setting objectives, role modelling an inclusive culture, recruitment, development and performance management.</p> <p><b>Managing projects (level 3). Leads smaller projects</b> Analyses requirements with the sponsor/stakeholders, defining the specification with awareness of equality and diversity impact, planning, revising, implementing and evaluating on small-to-medium scale and/or low risk projects</p> <p><b>Communicating and influencing (level 4). Uses influencing techniques</b> Uses formal and informal negotiating and motivation techniques to influence others' behaviour and persuade them to think and act differently, while respecting difference of view and culture.</p> <p><b>Planning and organising (level 3). Develops annual plans</b> Develops and reviews the implementation of annual plans for a work group or function, taking account of business and customer requirements and reconciling competing demands.</p> <p><b>Analysing data and problems (level 3). Analyses patterns</b> Able to seek out and examine a range of information to identify patterns, trends and options, to solve multifaceted problems. Uses data</p> <p><b>Managing risk (level 3). Develops the culture</b> Track record of analysing potential risks, promoting risk awareness and holding others to account for their practices.</p>		<i>Shortlisting and Interview</i>
<b>British Council Behaviours</b>		<b>Assessment Stage</b>
<p><b>Creating shared purpose (more demanding):</b> Inspiring others to want to take a specific role as part of a shared purpose</p> <p><b>Connecting with others (more demanding):</b> Building trust and understanding with people who have very different views</p> <p><b>Shaping the future (most demanding):</b> Changing the nature of what we do and the benefits we gain by thinking and planning with creativity</p> <p><b>Working Together (most demanding):</b> working with others to achieve shared benefits/common goals</p>		<i>Interview</i>
<b>Prepared by:</b>		<b>Date:</b>
<b>Christine Ogolo</b>		<b>28/01/2019</b>