

act:onaïd Job Description and Person Specification

Job Title:	Head of Human Resource and Organisational Effectiveness (HHROE)		
Department:	Human Resource and Organizational Effectiveness	Salary Level	Senior Management (SM) 5
Reports directly to:	Country Director		
Location:	Accra		
Directly supervises:	Human Resource & Administrative Manager, Snr. Logistics Assistant and Communication & Administrative officer		
Job Purpose: (State major reason for the position)	Develop holistic approach to human resources and organizational effectiveness of the organization encompassing people, processes and systems that foster the AA culture and new ways of working, optimize staff productivity and organizational effectiveness in line with the Federation and AAG strategy frameworks, best practice and national statutory requirements.		
Accountabilities			
Key Responsibilities: (List the major responsibilities the job holder is expected to perform)	Key Activities		
Strategic planning, development and implementation	<ul style="list-style-type: none"> • Develop the Country-level HROE strategy, change management plan, annual HR plans and budgets and work plans in alignment with the CSP, Global HR Standards and in accordance with Ghana laws and organisational priorities and budget provisions. • Lead the implementation of, and accounting for the HR Strategy, annual HROE plans & budgets and work plans in line with approved plans and budgets and the HR Policy framework • Development of HROE strategies, systems, policies and procedures including safeguarding policies to protect the vulnerable and for the Organisation • Develop and update HR measurement indicators and provide guidance in the reporting of HR Management performance of the entire Affiliate to management • Participate in the regional cluster HROE network to contribute to the development of the relevant cluster HROE priorities • Develop and lead the implementation of workforce plans in line with the organisational strategy • Develop, implement and interpret Human Resource policies, procedures and systems and ensure consistency and harmony with the Global HROE Standard, other organisational level policies and national labour legislation. 		

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	<ul style="list-style-type: none"> • Develop and lead the implementation of mechanisms for succession planning and management development for the affiliate programme.
<p>Governance and Board</p>	<ul style="list-style-type: none"> • Advise and support National Board processes and development • Act a secretary to the HROE Committee of the Board • Attend Board and General Assembly Meetings, presents reports to and provide technical support to the Board and Assembly in areas of expertise • Participate in the induction of Board members in their HROE role • Work with GS HR/ Internal and External Audit teams to conduct audits of the HROE function or department and present progress implementing audit recommendations to the CLT / Board
<p>Strategic decision making in the CLT/ SMT</p>	<ul style="list-style-type: none"> • Make presentations to CLT and SMT on HROE issues as well as present periodic HR performance reports. • Follow up and report on the implementation of key action points from the CLT/SMT relevant to HROE • Prepare, submit and follow up on cases that require legal action with the organizational lawyers and provide quarterly updates to CLT on the organization’s legal cases • Define key HROE information requirements of stakeholders and develop mechanisms for periodic provision of this information • Represent the organization / Unit in various HROE-related knowledge sharing and learning forums, document and share feedback with the team • Champion and track the use of HROE-related knowledge in the organisation • Provide comprehensive HR advisory and technical advise to Country Director, managers and staff on all aspects of human resources to ensure that the organisation follows policies, procedures and legal requirements. • Track trends in contemporary development HR/OD/E management practices, document and provide advise/ recommendations on key developments to Management.
<p>Recruitment, on-boarding and exit management</p>	<ul style="list-style-type: none"> • Provide policy and compliance oversight to (and participate where required in) the process of recruitment and selection of all staff at country and Federation level • Set up and follow up mechanisms for the timeous identification of staffing gaps within the organisation structure, making recommendations on key issues to management • Seek approval to fill vacant positions & recommend the method of recruitment (either open or internal advertising, head hunting) • Develop and lead in the implementation of recruitment tools and processes (e.g. shortlisting tools, interviewing tools, invitation templates etc.)

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	<ul style="list-style-type: none"> • Prepare recruitment report(s) in line with completed recruitment exercises and lead the implementation of key actions in line with approved recruitment report • Lead and participate in the process of induction, placement, re-deployment/ transfer, and deployment in line with the Organisation's HROE Policy • Conduct exit interviews and analyse exit information to advise management to facilitate improvement of the organisation. • Coordinate the exit processes to ensure good exit practices are upheld and facilitate documentation of relevant information
<p>Performance Management</p>	<ul style="list-style-type: none"> • Design/ review the organisation's performance management and rewards framework/ system and tools in line with the AA Global HROE policy and best practices • Periodically carry out capacity building of staff in the implementation of performance management in line with the HR Policy • Develop consolidated annual country-level performance management reports, highlighting key issues, and areas for management action • Develop and participate in the implementation of an organisation-wide framework for coaching and mentoring in line with best practices and the HR Policy • Monitor and provide support to managers and staff in performance appraisal to make sure the completeness of performance appraisal as scheduled, and provide comments to managers and staff on performance appraisal results if needed • Work with Managers to identify training needs and development opportunities for all staff of country programmes and develop annual training plan
<p>Fundraising</p>	<ul style="list-style-type: none"> • Provide inputs to the development of program / project funding proposals to ensure exact information of HR is reflected where necessary • Explore and recommend to CD/CLT for sharing, opportunities for sponsored learning and development for staff in line with the Country Strategy and learning and development goals/agenda
<p>Learning and Development</p>	<ul style="list-style-type: none"> • Develop and supervise the implementation of frameworks for capacity building / learning needs assessments and training implementation for the Affiliate staff. • Periodically review and prioritise critical needs for capacity building and recommend key action to line management.

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	<ul style="list-style-type: none"> • Participate in and/or facilitate partner capacity assessments, develop and implement capacity building and development initiatives. • Facilitate establishment of practices that promote knowledge management for organisational learning and improved performance aligned with the organisation’s overall strategy and objectives by setting up and implementing frameworks for recognising outstanding contribution to AAI knowledge, institutional development. • Conduct capacity building in organisational development to increase the number and competencies of facilitators and change managers in the organization. • Lead the implementation of leadership development initiatives in line with the AAI and the Affiliate’s HROE Policies. Develop periodic reports on the return on investment in training as well as the impact on training. • Design and deliver relevant training programmes for staff
<p>Departmental/ Unit leadership and resources management</p>	<ul style="list-style-type: none"> • Provide leadership to the HROE Department through the line management of departmental staff, managing performance, providing training, coaching, mentoring and advise • Develop, coordinate and monitor departmental/unit plans and procedures in accordance with the AAI/AP organisational, national and International policies. • Develop and implement administrative policies and procedures necessary to ensure value for money in procurement of and utilisation of office services and goods. • Develop and implement office procedure systems and practices that promote organisation efficiency and care. • Ensure effective utilization of organizational assets and resources. • Ensure AAG properties or assets are well managed and ensure the fulfilment of legal obligations of the organization in accordance with country laws and other organizational policies. • Ensure administrative policies, procedures, systems and practices that promote organisation efficiency and care are implemented or developed necessary to ensure value for money in procurement of and utilisation office services and good. • Ensure cost effectiveness in reviewing and recommending proposals, budgets, requests and giving of timeous feedback to relevant stakeholders • Serve as a signatory to the Affiliate’s accounts
<p>System, Policies and Procedures Management</p>	<ul style="list-style-type: none"> • Review departmental policies to identify gaps and identify an issue that requires a policy guideline or review, benchmark with the global HR Policy framework, best practices and national laws, draft proposals for change in the policies. • Lead, along with other Department Heads, AAI’s initiatives in developing and improving gender equality within HROEsystems.

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	<ul style="list-style-type: none"> • Periodically communicate key policy changes and implementation issues to staff and make presentations in meetings and field visits. • Develop and monitor the implementation of frameworks for tracking and reporting on the application of the HROE Policy and other policies within your jurisdiction. • Track and periodically apprise the Affiliate Programme of developments and contemporary practices in HROE and employment legislation to ensure that the organisation complies with its statutory obligations and continues to take advantage of best practices • Support partner institutions to develop relevant policies, systems and procedures to promote their effectiveness
<p>Staff/ Visitor welfare, safety and Security</p>	<ul style="list-style-type: none"> • Act as focal person to encourage and maintain sound employee relations by undertaking all necessary consultation and negotiation with staff, Staff Council, Women’s Forum on personnel issues to ensure that harmonious relationships and effective communications are maintained between management and staff • Maintain an awareness of staff comments and any complaints to identify any areas that may need development of improvement • Develop and periodically update the HROE component of the country risk/ crisis register as well as a risk-mitigation strategy • Support managers at disciplinary or grievance hearings, or in the event of collective disputes • Investigate and report on accidents and related incidents, recommending any changes that may be necessary, to ensure that the organisation complies with health and safety and security • Monitor and report on the organisation’s operations, processes, and procedures to ensure that they comply with health and safety regulations • Support to develop and implement safety & security plans and procedures based on Global Security Policy and Principles and in line with local legal and contextual requirements. • Support to develop periodic notices/advice to staff and management on the security status and the organisations’ duty of care towards staff and third parties (partners, allies, consultants, volunteers etc.). • Build, maintain and account for strategic partnerships, linkages and working relationships with Inter agency security forums including UN/INGO/NGOs, local authorities and law enforcement and legal bodies to facilitate staff security management. • Lead and coordinate staff capacity building initiatives (Safety & Security), working closely with other functions/unit, the Security Focal Person and the Senior Management Team. • Provide Crisis Management Support as part of the country Incident Management Team, working closely with the International Crisis Management Team. • Develop effective mechanisms for management, utilization and monitoring of staff leave in a manner that is compliant with relevant laws, the HR Policy and minimizes employment cost to the country programme

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Staff Compensation and Benefits Administration	<ul style="list-style-type: none"> • Carry out periodic Job Evaluation exercises & salary surveys in compliance with AAI Global HROE Standards and changes in-country. • Review staff salaries based on budget staff ratios vs Programme and make recommendations to management regarding changes required. • Review and monitor/ recommend for payment the payroll calculation and payment to ensure accurate and timely payment of salaries and benefits • Communicate changes in remuneration, lead and monitor the implementation of changes in salary.
HRMIS and HROD Reporting	<ul style="list-style-type: none"> • Keep up to date HR information and data to provide regular reports and analysis to the Country Director to facilitate continuous improvement of AAG • Prepare periodic HROE reports to relevant stakeholders (GS HR Systems and Reporting Officer, HR/OD Advisor, CLT/SMT and others) stakeholders in line with agreed reporting schedules • Oversee the maintenance and update of all HROE related databases, i.e. personnel, training suppliers, HR service providers, jobs and vacancies within the organisations, reference library of employment law information, etc. and filing system to serve all HRM purposes
Safeguarding Responsibilities	<ol style="list-style-type: none"> 1. Lead in streamlining AAG child protection and safeguarding policies and practices into programme work 2. Coach programme team on child protection and safeguarding issues 3. Practice child protection and safeguarding regulations and also ensure staff compliance to AAG staff protection and safeguarding policies. 4. Induct new staff on child protection and safeguarding requirements and orientate staff on same 5. Support Child Protection and Safeguarding Committee in their work 6. Lead to investigate and report on safeguarding issues across the Affiliate
Typical People Management Responsibility	
Approximate number of people managed in total	2
Approximate number of people matrix managed: (projects/dotted line)	-
Team Leader (Yes/No)	Yes
Grandfather- manager of Team Leaders (Yes/No)	Yes
Relationships/Assets maintained	
Internal Relations (Describe level and nature of contacts with AAG)	Country Leadership Team, Senior Management Team, All staff, Interns, GS OE Team

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<p><i>External Relations (Describe level and nature of contacts outside AAG)</i></p>	<p><i>AAG GA and Board, Government ministries and agencies at national level, Pension fund Managers, CAL Assets fund managers, Training Institutions, External HROD Consultants, Institute of Human Resource Practitioners, National Labour Commission, AAG Lawyers, Partner institutions, INGO Network</i></p>
<p><i>Responsibility for Assets (Describe types of assets directly handled or supervised)</i></p>	<p><i>The role has the responsibility of maintaining staff personal confidential data and the safeguarding/efficient utilization of AAG assets including buildings and vehicles.</i></p>
<p>COMPETENCIES:</p>	
<p>EDUCATIONAL QUALIFICATION (State minimum entry educational/professional qualification required by the position).</p>	<p>2nd Degree + relevant professional qualification with 10 years relevant experience, 5 of which should be in executive management position.</p>
<p>TECHNICAL (State core job knowledge/skills required for successful execution of the job)</p>	<ul style="list-style-type: none"> • Ability to develop HROD strategies and plans • Knowledge of Ghana Labour Act and international labour conventions/regulations • Ability to develop HR systems, policies and procedures • Ability to design and implement organizational change interventions • Ability to undertake learning needs identification • Knowledge of adult learning principles • Ability to write behavioural questions and coordinate a behavioural interview • Ability to undertake job evaluation and design a salary structure • Ability to design and deliver training programmes
<p>MANAGERIAL (State core managerial knowledge/skills required for successful execution of the job)</p>	<ul style="list-style-type: none"> • Knowledge of the decision-making and problem solving process • Ability to conduct or manage a productive meeting • Ability and/or willingness to discuss problems/concerns and to take action • Ability to establish objectives, specific targets and goals • Ability to plan and work effectively on several tasks at the same time • Ability to determine organization structure for target achievement • Ability to develop cooperation among team members and resolve conflicts • Ability to identify suitable tasks for delegation, the skills required for the task, and the appropriate individual for the task

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	<ul style="list-style-type: none"> • Ability to select the most appropriate medium of communication • Ability to write effective reports, letters, memos and make presentations • Ability to lead and inspire others • Knowledge of motivation theory • Knowledge of control systems • Ability to routinely monitor costs and control budget
PERSONALITY (State core personal attributes required for successful execution of the job)	<ul style="list-style-type: none"> • Tact • Emotionality • Reliability • Coping with pressure • Change Agent • Non-conventional thinking • Organizational understanding • Listening • Communication • Holding others accountable

Competency Profile	
Competency	What it looks like
Tact	Ability to handle conflict, confrontation, disagreement and delicate inter-personal situations in such a manner as to solve the problem and sustain positive relationships
Emotionality	Ability to control anger, frustration, tension and nervousness, especially in conflict situations
Reliability	Ability to keep to time and other commitments, deliver on commitments to others
Coping with pressure	Ability to cope with work, time and people pressures
Change agent	Ability to challenge the status quo, promote and endorse change through words and action
Non-conventional thinking	Ability to think strategically and radically to break existing patterns of working

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Organizational understanding	Ability to understand the business environment in which one is working
Feminist Leadership Approach	Knowledge of feminist leadership principles and ability to exhibit and foster feminist leadership approach to create a conducive atmosphere for increased productivity.
Listening	Ability to listen to the views and ideas of other people, especially those contrary to our own, without undue defensiveness
Communication	Ability to write or speak in a manner that communicates the intended message without hurting other people
Holding others accountable	Ability to hold self and others accountable for delivering growth targets or goals