



GATSBY
AFRICA

HEAD OF HR GATSBY AFRICA

CANDIDATE PACK

FEBRUARY 2018

Opportunity to lead the people and talent function of an organisation contributing to change that could benefit millions of people. Use your skills, experience and creativity in an environment with huge scope for innovation to ensure we can attract and retain top talent, and that all staff can fulfil their potential. Lead and support significant organisational change – pulling people together and motivating and inspiring them to deliver common goals.

CONTEXT

In 1967 David Sainsbury set up the Gatsby Charitable Foundation. David (now Lord Sainsbury of Turville) has since given Gatsby more than £1 billion to distribute to charitable causes in a variety of fields, including neuroscience, plant science and public policy. These reflect David Sainsbury's areas of interest and draw from his professional experience. More information can be found on our website: www.gatsby.org.uk

Gatsby Africa is a charitable company limited by guarantee, established to implement the foundation's programmes in Africa.

GATSBY'S WORK IN AFRICA

Gatsby has funded and implemented programmes in Africa since 1985. Our mission is to accelerate inclusive and resilient economic growth in East Africa by demonstrating how key sectors - such as cotton in Tanzania - can be transformed.

We fund and implement programmes that look to catalyse and influence large-scale and lasting change in priority sectors. We build and support local organisations dedicated to sector transformation. We also aim to share what we have learned with others - such as governments and donors - who are trying to transform sectors.

Our programmes include:

- **Tanzanian Cotton:** Establishing the necessary institutional arrangements and supportive markets to ensure more than 350,000 farmers can access the quality inputs and training they need to improve agronomy, increase yields and raise quality.
- **Tanzanian Textiles:** Facilitating the development of the required infrastructure, business environment and skills to encourage increased domestic and foreign investment in the sector so as to dramatically increase value addition while creating thousands of jobs.
- **Tanzanian Forestry:** Increasing the supply of higher-value wood products and energy from sustainable sources by supporting applied research and service delivery, while promoting smallholders' profitable participation in the sector.
- **Kenyan Forestry:** Establishing a programme to partner with stakeholders to help close the wood supply gap by catalysing increases in productivity, innovation and quality, while securing the sustainable supply of commercial services and collaborative research.
- **Tanzanian Tea:** Partnering with The Wood Foundation to increase productivity, quality and farmer returns by engaging factories and regulators, and facilitating major foreign investment by setting-up a farmer service company to ensure reliable green-leaf supplies.
- **Rwandan Tea:** Partnering with The Wood Foundation to trial new ownership structures and methods of service delivery - including via the purchase of two factories on behalf of smallholders - with the aim of increasing productivity, quality and farmer returns.

We have also developed and continue to support two independent organisations dedicated to sector transformation in the region, and governed, managed and staffed by East Africans: Kenya Markets Trust, which runs programmes in four key Kenyan sectors, and the regional industry development organisation Msingi. Msingi's first programme is in the aquaculture sector.

THE ROLE

OUTLINE

Reporting to the Operations Director, the Head of HR will provide HR leadership to Gatsby Africa (GA), comprising more than 120 staff across Kenya, Tanzania and the UK. The role will guide, manage and provide strategy on the people and talent function across GA. The Head of HR will use their excellent strategic skills to think long-term, and to plan and translate strategy and vision into operational objectives. They will ensure that work in the short-term is informed by and aligns with that longer-term vision.

GA is still in the early stages of development, having consolidated its direct programmes and staff into the one organisation in April 2017. At that time, the central HR function was created as a new business unit, led by the Head of HR. Therefore, in the immediate future there is a need to focus on putting in place robust and fit for purpose operational HR systems and procedures to enable the HR function to work effectively and efficiently.

The Head of HR will be expected to develop an understanding of GA's 'business', and the key dynamics of each of the GA programmes and entities. This will enable the development and implementation of effective HR practices that reflect the organisation's unique needs, whilst drawing on latest thinking and best practice in the field, and ensuring local employment law requirements are met (with support of in-house lawyers). The aim is to ensure we attract and retain top talent and that all staff can fulfil their potential.

The Head of HR will also play a crucial role as part of GA's leadership team, helping to shape our culture and role-model our values. They will lead and support significant organisational change, showing the ability to pull people together and motivate and inspire them to deliver common goals. The Head of HR will use their strong interpersonal and influencing skills to build and sustain relationships with both staff and external organisations.

TERMS AND REMUNERATION

Gatsby will pay a competitive salary based on skills and experience.

JOB DESCRIPTION

Job title:	Head of HR
Reports to:	Operations Director
Direct Reports:	Regional HR Manager (based in Dar-es-Salaam) and HR Business Partner (based in London)
Location:	London, with significant travel (15-30% of time) to East Africa

KEY ROLE RESPONSIBILITIES

TALENT ACQUISITION, RETENTION AND EMPOWERMENT

- Ensure effective resource planning across HQ and the Programmes. Build and proactively manage talent pipelines to fulfil resourcing and succession needs, ensuring strong relationships with programme leadership and deep insight into the GA's business needs.
- Ensure GA attracts top talent from across the private, public and charitable sectors, building its profile and driving its brand across Europe and East Africa as an innovative, learning, implementing organisation.
- Ensure there is an attractive employee value proposition aligned with business objectives to support employee retention and external recruitment, including, but not limited to, career management and career development (e.g. clearly identified career pathways), performance management, pay and benefits. Ensure short and long-term incentives drive the desired behaviours, and robust and effective HR processes are in place to support these outcomes.
- Ensure continuous review, learning internally and externally to improve GA's talent processes – from resource planning, recruitment and selection, right through the employee life-cycle to (and including) when staff have left the organisation.

HR SYSTEMS AND PROCESSES

- Ensure the development, implementation and ongoing review of robust HR systems and processes, including performance management, learning, development and reward.
- Ensure the development, implementation and effective communication to staff of HR policies and procedures, and ensure these remain up-to-date and legally compliant.
- Manage HR administration and contractual arrangements in a timely and effective manner, ensuring they meet best practice and legal requirements and are aligned with our values.

ORGANISATION DEVELOPMENT/STRATEGIC HR

- Lead, manage and support HR and organisational change across a diverse set of programmes and operating contexts, inspiring and motivating staff to deliver common goals. Work closely with colleagues in East Africa to ensure that organisational changes are practical and relevant to the local contexts, and that communications and training/support enable successful change.

LEADING ACROSS GA

- Champion and role model our leadership principles:
 - Caring about the people we work with and what we do.
 - Being open, and willing to listen, learn and change.
 - Embodying a culture of integrity, honesty and fairness.
 - Creating a platform for staff growth, innovation and empowerment.
 - Inspiring others through our leadership and behaviours.
 - Acting with courage and conviction to achieve our goals.
- Bring Gatsby Africa's values to life, ensuring they are embedded within the HR function and all its work.
- Engage with staff across the organisation, with the broader leadership team and other stakeholders on both strategic and operational HR work, ensuring effective two-way communications to build understanding, engagement and commitment to the delivery of HR work and organisational changes.
- Provide functional expertise, strategic counsel and support to GA's senior team to shape and develop a supportive, collaborative and high-performance culture.

TEAM LEADERSHIP AND PROJECT MANAGEMENT

- Provide line management of direct reports, based in UK and East Africa, enabling them to fulfil their role requirements and providing mentoring and coaching to support their professional development. Ensure team has realistic workplans to meet agreed objectives.
- Provide support, mentorship and advice to Programme staff with HR responsibilities across GA's work.
- Develop and use HR analytics to provide relevant, accurate and timely HR reporting to senior stakeholders, supporting data-driven decision making and establishing business impact.
- Oversee the performance of contracted consultants.
- Develop and manage the HR budget

PERSON SPECIFICATION

EXPERIENCE

- Post-graduate level qualification with membership of CIPD or an equivalent professional Human Resource Institute.
- Minimum of ten years of progressively responsible professional experience across a broad range of HR practice areas, including business partnering.
- HR experience in a range of business settings, including a UK HQ with international offices, multicultural organisations and the private sector.

- Experience of designing and rolling-out effective human resource systems in an international context across a number of offices. Experience and knowledge of the East African context would be an advantage.
- Proven experience of successfully selecting and managing external specialists and consultancies, including contract development and negotiation.
- Strong working knowledge of UK employment law issues and common principles, and the ability to apply these to a variety of situations using good judgment and a pragmatic and common-sense approach. Experience managing expatriate employees, including benefits and immigration issues, would be an advantage.
- Experience of working with and successfully influencing senior stakeholders.

SKILLS

- Sound judgement, with the ability to think analytically and laterally, to process new information rapidly, assess different courses of action, and make innovative yet robust, pragmatic and practical decisions.
- Able to quickly establish credibility and respect as a functional expert and leader, demonstrating maturity and presence and building strong working relationships and rapport with colleagues. Works with others in a collaborative and solutions-focused manner to achieve win-win outcomes.
- Excellent interpersonal skills. A genuine team-player with strong listening, influencing and negotiating skills.
- Very strong facilitation skills, with an ability to draw out and respond to the needs of a team when rolling out plans.
- Excellent communication skills – delivers well-considered and high-quality verbal and written communications.
- Strong organisation, planning and time-management skills, with a proven ability to plan and prioritise own work and that of other and meet deadlines under pressure, often balancing what appear to be conflicting and sometimes changing priorities.

PERSONAL ATTRIBUTES

- Empathises with GA's mission and values, and brings both a commitment to African development and an understanding of the development landscape.
- A self-starter with a pro-active approach.
- Maintains high performance and demonstrates resilience when operating in a fast-paced professional service environment.
- Shows an understanding and appreciation of what it takes to deliver across different cultures.
- Integrity and professionalism, setting and demonstrating the highest ethical and moral standards and a strong sense of personal accountability.
- Able to travel to East Africa (15 – 30% of time).

VALUES

We have developed a set of core values that will be used to assess a candidate's fit with the organisation and provide the basis for the culture that we aspire to use in our operations. Our staff are:

- **Ambitious** – Showing determination to deliver long-term and large-scale impact for others, and to achieve our own potential.
- **Collaborative** – Working together to develop strong relationships with diverse stakeholders, while understanding others' needs and enhancing their capabilities to drive change.
- **Thoughtful** – Reflecting on evidence and learning from our activities and those of others to design, adapt and improve our work.
- **Pragmatic** – Recognising the motivations of others and the realities of facilitation, seeking opportunities to build momentum for change, and communicating carefully.
- **Honest** – Playing a trusted role as an honest broker for change, being open to learn from others, and admitting our challenges.

Gatsby Africa is an equal opportunity employer.

HOW TO APPLY

You will need to submit an up-to-date curriculum vitae/resume (of no more than 2-3 pages) in MS Word, and a statement outlining your interest and motivation, and how your skills and experience fit the role requirements and person specification.

Please send your completed application by email to gatsbyafricaheadofhr@oxfordhr.co.uk

The closing date for applications is 23 March 2018.

Candidates must have the existing right to work in the UK.

All applications will be acknowledged. Shortlisted candidates will be contacted by 30th March and invited to an initial informal discussion on 4th or 5th April (in London or by Skype). Final interviews will take place in London on Wednesday 11th April 2018. If for some reason you would be unable to participate on those dates, please mention this in your email.

If you have any questions, please contact Jamie Phillips at:

gatsbyafricaheadofhr@oxfordhr.co.uk



GATSBY AFRICA

Gatsby Africa is an English charitable company limited by guarantee, established to implement the Gatsby Charitable Foundation's Africa programmes.

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130926