

JOB DETAILS

Job Title: **People & Change Manager**

Supervisor/Manager Title: **Chief Executive Officer**

Job Summary:

The People & Change Manager oversees human resources functions, including talent acquisition, employee development, and performance management, while ensuring efficient administrative operations that support a positive work environment.

Key Responsibilities and Role Requirements:

KRA 1: Leads the Development & Implementation of HR Strategy

Work collaboratively with Management to ensure that CIB is equipped with the talent necessary for success; including developing strategies, policies, systems and practices that are effective for CIB's unique business needs:

- Collaborate with the Executive Committee (EXCO) and department heads to conduct a detailed talent gap analysis, identifying current and future skill needs across all business units.
- Develop a comprehensive talent management plan that focuses on attracting, developing and retaining top talent to ensure the organisation has the right skills to meet both current and future challenges.
- Review and refine recruitment strategies to attract a diverse range of high-quality talent by leveraging multiple sourcing channels, implementing inclusive hiring practices and ensuring alignment with the organisation's short-term and long-term talent needs.
- Leverage HR technology and systems to optimise talent management and ensure CIB attracts and retains the right talent to meet its organisational goals.
- Develop a systematic process for collecting and documenting feedback from the Executive Committee (EXCO) and managers on talent management strategies and ensure that insights are gathered regularly, analysed and applied to enhance talent acquisition, development and retention practices.

KRA 2: Oversees Delivery of HR Services

Ensure that effective and professional HR support services are provided; including risk & compliance management:

- Conduct staff satisfaction surveys to assess the effectiveness of administrative support services, analyze feedback to identify areas for improvement and implement targeted actions based on the results.
- Conduct internal audits to verify that CIB's HR policies and administrative practices comply with Government of Uganda (GoU) labour laws and relevant insurance industry regulations.
- Create a formal process to address audit findings and ensure that any identified non-compliance or inefficiencies are met with a corrective action plan to prevent recurrence.
- Develop a comprehensive administrative support manual that outlines standard operating procedures (SOPs) and ensures that all staff are trained on these procedures to uphold consistency and professionalism.

- Develop and implement a risk assessment process across all administrative functions to identify potential risks and formulate strategies to mitigate these risks; Set up periodic risk and compliance review meetings to assess the status of risk and compliance management.
- Develop a standardized incident reporting system that allows employees to report any potential risk or compliance issue

KRA 3: Manages Recruitment, Induction & Succession Planning

Develop and implement strategies for resourcing CIB with adequate numbers of competent and motivated staff:

- Identify key roles within CIB and develop a structured succession plan that prepares internal talent for future leadership positions.
- Develop a well-defined recruitment process with clear steps to ensure efficiency and compliance with recruitment turnaround times.
- Use data-driven recruitment strategies to assess previous hiring processes, identify the most effective sourcing channels and improve future recruitment efforts.
- Make use of industry-specific recruitment platforms, networks and events, including insurance job boards and professional associations to access a wide pool of candidates with the relevant experience and qualifications within the industry
- Design and execute a thorough induction program for new hires that includes CIB's culture, operations, key insurance products, compliance standards and role-specific responsibilities to facilitate a seamless transition into their positions.
- Set clear KPIs for new recruits that align with organizational objectives, communicate performance expectations from day one and assess performance throughout the probation period
- Hold regular talent reviews with senior management to evaluate employee performance, potential and readiness for senior roles and update the succession plan consistently to ensure the right individuals are prepared for future leadership positions.

KRA 4: Manages Rewards & Remuneration

Support the EXCO to develop and implement policies and practices to reward staff in a manner that attracts talent and motivates high performance:

- Work closely with the Executive Committee (EXCO) to develop and continuously refine CIB's remuneration policies to ensure that reward structures are in place to attract top talent and retain high performers.
- Regularly evaluate the benefits package offered to employees to ensure that it remains competitive within the insurance industry.
- Conduct regular compensation benchmarking to ensure CIB stays competitive in the insurance sector and use the data to guide remuneration strategies and make necessary adjustments to compensation packages.
- Analyse exit interviews to identify if compensation and benefits were factors in their decision to leave and incorporate findings into future reward strategies.
- Analyse recruitment data, focusing on cases where preferred candidates decline offers due to perceived low compensation, and use this information to adjust the remuneration strategy as needed.

- Align the reward strategy with CIB's overall performance by connecting individual achievements to departmental and organization's success to ensure employees are rewarded accordingly.
- Develop a structured performance-based bonus system that rewards employees for meeting or exceeding individual and team KPIs
- Design a variety of non-monetary rewards such as recognition programs, additional leave days or professional development opportunities to motivate high performers.
- Establish clear and transparent criteria for promotions and salary increases based on performance, tenure and skills development and communicate these criteria to all employees to foster fair compensation
- Regularly assess internal pay equity to ensure that employees performing similar roles with similar experience and qualifications are paid fairly across the organization minimizing the risk of internal dissatisfaction.
- Regularly survey employees to gather feedback on the reward system and identify areas for improvement. Use this feedback to refine the reward strategy and ensure it meets the needs and expectations of the workforce.

KRA 5: Leads the HR function

Lead the HR function in a manner that adds value to the organization:

- Clearly define expectations for the team's performance and ensure accountability through regular performance reviews and ensure that everyone is on track to meet or exceed their targets.
- Conduct regular employee engagement surveys to gather feedback on the organization's climate, address any issues and implement actions to promote a positive work environment.
- Offer leadership development programs for the staff to strengthen their leadership and team management abilities to ensure that they are well equipped to effectively lead and empower their teams.
- Create tailored development plans for each staff, focusing on skill enhancement and career growth.
- Schedule regular one-on-one meetings with each staff to understand their challenges, provide support, and ensure alignment with individual and organizational goals.

KRA 6: Builds Team Capacity

Manage an organization-wide Learning & Development programme that will equip staff to perform well in both current and future roles:

- Develop a comprehensive L&D Needs Assessment across the organization to identify the key skills and competencies required for both current and future roles.
- Design and implement L&D programs that are tailored to the specific needs of different departments and roles to ensure they address skill gaps and prepare employees for advancement.
- Align L&D programs with CIB's strategic objectives and ensure that learning initiatives directly contribute to the achievement of organizational goals and enhance overall performance.
- Regularly collect feedback from both program participants and their managers to evaluate the effectiveness of L&D interventions in improving workplace performance and making adjustments based on the feedback.

- Use insights from employee engagement surveys to evaluate how L&D programs influence the organizational climate, identifying areas of improvement and ensuring the programs contribute positively to the workplace environment.
- Ensure that employees have continuous access to learning opportunities, such as workshops, webinars, online courses, and coaching sessions, to support ongoing professional development

Role Reporting Relationships:

Reports Directly To: Chief Executive Officer

Educational Requirements:

- Bachelor's degree in Human Resources Management, Industrial & Organizational Psychology or Business Administration.
- Post Graduate Diploma in Human Resource Management

Related Job Experience/Qualifications:

- At least 05 years' experience at senior level in HR management.
- Proven experience as an HR & Admin Manager or Supervisor, with at least five years of experience in HR management.
- Strong experience in talent acquisition and recruitment processes.
- Demonstrated experience in employee relations, performance management, and employee engagement initiatives.

Additional skills:

- Solid knowledge of HR best practices, labour laws, and regulations.
- Excellent interpersonal, communication, and negotiation skills.
- Ability to handle sensitive and confidential information with utmost discretion.
- Exceptional problem-solving and decision-making abilities.
- Proficiency in HR software and Microsoft Office Suite