



# Standard Bank

## OFFRE D'EMPLOI N° 024/SB-RDC/KIN/2024

**Intitulé du Poste** : Head, People & Culture, DRC  
**Département** : People & Culture  
**Lieu d'affectation** : Kinshasa  
**Type de Contrat** : CDI assorti d'une période d'essai de 6 mois

### **I. A PROPOS DE STANDARD BANK**

Standard Bank est le plus grand groupe de services financiers d'Afrique en termes de capitalisation boursière et un acteur innovant sur la scène internationale, qui offre une variété de possibilités de développement de carrière – ainsi que la possibilité de travailler aux côtés de certains des professionnels les plus talentueux et les plus motivés du secteur. Présent dans 38 pays du monde dont 20 en Afrique, c'est depuis 1992 qu'il opère en République Démocratique du Congo à la suite de l'acquisition d'ANZ Grindlays Zaire qui existait dans le pays depuis 1973.

Standard Bank RDC offre une gamme variée de produits et services par le truchement de ses diverses branches à travers la RDC via un réseau des intermédiaires (banques correspondantes). Nos clients vont des entreprises de toutes tailles aux grandes multinationales ainsi qu'aux institutions. Nous sommes passionnés par la création de croissance en Afrique.

Ainsi, afin d'apporter une valeur réelle et significative à nos clients et aux communautés que nous servons et créer un réel sentiment d'utilité, nous avons développé une expertise dans la prestation des services liés aux besoins des entreprises minières, multinationales et autres organisations internationales opérant en République Démocratique du Congo.

Nos équipes allient leur connaissance approfondie sur les conditions et déterminants du marché en RDC à l'expertise du Groupe Standard Bank opérant dans les marchés émergents aux fins de développement des solutions sur mesure répondant aux besoins de la clientèle.

### **II. JOB DESCRIPTION**

#### **JOB INFORMATION**

**Job Family** : People & Culture  
**Reports to** : Chief Executive

#### **JOB PURPOSE**

Translate the group and business line's people strategies into tactical operational plans and incorporating it into the overarching country people plan for execution at country and business unit level. Provide a People & Culture business partnering function to senior management and executives of the business. Coordinate delivery of HC initiatives and services with other business partners and centres of excellence.

#### **JOB FUNCTIONS**

##### **Essential Functions**

##### **Operationalise the People & Culture strategy to enable the Business Unit strategy:**

- Translate the group and business line's strategy into operational plans for execution at business unit level. Responsible for incorporating these plans into the overall country people plan and ensure that all key decision makers in the business unit understand the links and how the people strategy will enable their business units.
- Review analytics and organisational health measures such as disciplinary matters, grievances, absenteeism and other organisation measures across the business units on a quarterly basis. Determine if there are areas for

## Essential Functions

concern and send in People & Culture teams to further analyse and investigate. Develop and implement actions to address issues.

- Review detailed analytics that support people scorecards on a monthly basis. Determine areas of concern and develop actions to address these (for example high turnover among high performers).
- Identify which of the standard people dashboard are most pertinent to the supported business units and include metrics that will provide insights and inform business decisions that will promote achievement of business objectives. Highlight key metrics to the business executives. Help them understand what the metrics mean for their business. Provide input into the central business intelligence team if there are new needs from business.
- Assess capability and workforce requirements to support business strategy from start up to mature status integrating the actions required from all P&C stakeholders.
- Define the people change approach for change initiated in the business or un People & Culture. Ensure that Business Partners are equipped with the right skills and tools to support the business through the changes.
- Advise business on the level of employee and union consultation required for key changes.

### **Engage with the business unit leadership to ensure that the business is appropriately resourced with capable resources**

- Identify where business delivery is impacted due to poor structures, resource or capability gaps. Work with the individual executives to make changes to their organization structures to enable better service delivery or improved commercial performance.
- Review the job architecture for the business area at least on an annual basis to determine if there has been creep in the number of grades of jobs, inconsistencies in job title conventions and look for improvements and standardization opportunities. Work with job family owners to make adjustments.
- Review the mix of grade levels, permanent and non-permanent resources, spans of control and layers in the business area to determine if there are areas for improvement.
- Review the composition of the workforce from a diversity point of view. Identify systemic barriers to achieving diversity objectives and develop programmes to address these. Call on support the central diversity team if necessary.
- During the annual and mid-year budget cycles, partner with finance to ensure headcount and budget forecasts are accurate.
- Participate in interviews for executive appointments and provide input to the resourcing teams for the hiring decisions.
- Liaise with ROA Reward, review and provide input into offers made and approve packages on offer in line with the reward governance thresholds.
- Establish and manage a governance framework that will ensure prudent management of contingency resources relative to budget and ensure compliance with legislation around the employment of non-perm resources.
- Represent the People & Culture function at new starter orientation sessions. Evaluate the feedback from participants and contribute to the continuous improvement of the orientation contents.
- Partner the business in the setting up induction and orientation sessions for new employees to ensure seamless integration into the organization.
- Conduct exit interviews for employees who have resigned. Provide a consolidated business unit view on the reasons for exits of talented or high performing employees.
- Drive formal succession planning for critical roles. Review the pipeline of available successors within the business area. Develop and deploy interventions to improve the ratio of ready now successors. Ensure that diversity considerations and talent development plans are incorporated into succession plans.
- Identify, as part of business talent discussions, candidates who have the potential to be placed on international assignment. Drive the process to arrange opportunities for individuals.
- Pro-actively manage the country board and regulators regarding strategic talent management and succession planning initiatives for key roles in the bank, especially around the balance of local versus expat requirements to ensure that these roles remain resourced with capable and competent resources at all times and vacancies do not disrupt business effectiveness.
- Embrace the engagement model from group, align it to country and implement the model of the engagement through operationalization of such activities.
- Drive the analysis of the skills gap in the business unit by engaging with learning specialists and providing a forward-looking view of the business requirements. Identify the training and other development opportunities already available in the bank. In partnership with line managers and Learning and Development, develop specific interventions to address business needs where existing programmes do not meet the requirements.

### **Advise business on employee engagement, performance management, talent and reward best practices**

- Partner the business in driving the process of goal setting in the business unit in line with business unit objectives. Coach business line managers on the process and quality aspects of goal setting.
- Review the quality of a sample of performance objectives at the end of each cycle and develop interventions to address poor goal setting practices. Ensure that People & Culture Business Partners are equipped to help line managers improve.
- Coordinate and preside over performance moderation exercises at a senior leadership level of business. Advise line on the appropriate performance distribution given their business unit performance.
- Track all employees on performance improvement plans and monitor the impact of the process. Ensure that all governance requirements are met.
- Engage with third party resources suppliers (such as temporary employment services) to define the performance expectations for the resources that they supply. Create mechanisms that gather feedback from line managers where non-permanent resources are deployed and address systemic performance issues with the resource suppliers.
- Work with Group vendor Management to determine acceptable rate ranges and terms and conditions for non-perm resources. Ensure that business complies with group governance around the use of non-permanent resources.
- Engage with business executives across the assigned business unit to explain the remuneration framework and how it supports their business objectives. Drive the business unit budget setting for staff cost and training by providing expertise on expected salary increases changes in the composition of the workforce and skills gaps that may surface as a result of new strategic focus areas in the business.
- Review variations in overall payroll cost for the business unit on a monthly basis and
- ensure correlation with movements in the business.
- Drive the allocation of the business unit bonus and increase pots. Sense check allocations of bonuses and increases across the business function and engage with business executives where changes are required. Facilitate, challenge and support grievance processes in this regard.
- Access the effectiveness of the recognition programmes in place in the business unit. Collaborate with People & Culture peers across the group to make adjustments to the programmes.
- Facilitate the talent identification, potential assessment, talent review and development planning in the various business units. Ensure business executive participation in driving development interventions and mentoring. Work with learning and development to identify the most effective development relative to individual needs of identified talent.
- Ensure the integration of People & Culture calendar into the business calendar. Proactively brief business unit leadership at the start of major events in the People & Culture calendar (for example when the annual remuneration process starts) and ensure that P&C life cycle activities and processes are seamlessly executed.
- Ensure the P&C function provide P&C solutions to the business that are integrated and commercially relevant and will deliver against business objectives.

### **Oversee governance of People & Culture processes**

- Provide input and attend Board meetings on an ad hoc basis.
- Oversee People & Culture support services to the Standard Bank Group Trust business based in DRC that include business partnering and shared services offerings through the entire employee's life cycle.
- Act as the secretary of the Pension Fund Committee by virtue of the role of Head of P&C. The benefit offering includes attending quarterly meetings, liaison with actuaries and administrators of the fund.
- Responsible for the running of the secretariat of the Pension Fund.

### **Lead a people & Culture team**

- Develop a high performing team by embedding the bank's performance process, regular performance feedback and coaching. Address poor performance. Motivate team members and ensure that they receive recognition for work well done.
- Determine development needs of the team and ensure that development opportunities (training, rotation, on-the-job learning) are budgeted for and executed.
- Maintain a succession plan for the team by reviewing the skills of the team at least twice a year and having career conversations with them.
- Interview and recruit new members of the team, including determining the appropriate salary with input from the people & Culture Business Partner for People & Culture.
- Create workforce plans for the area to ensure that current and future business requirements can be met. Such plans should be revisited at least twice a year. Use headcount approvals on an annual basis and as input into the financial budgeting cycles.

- Create quarterly leave plans to ensure adequate coverage in the team. Approve leave requests and leave sale requests.
- Monitor overtime on a monthly basis. Analyse reasons for overtime and create actions to address the issues.
- When required, initiate disciplinary processes for team members. Resolve grievance raised by team members, escalating only if unresolved.
- Monitor progress of deliverables.
- Evaluate requests for new resources (people, budgets and equipment) and motivate holders for approval.
- Obtain a thorough understanding of the business strategy and translate it into team deliverables.
- Analyse the performance of the team and address gaps in process, technology or people that could prevent achievement of the goals defined. Work with group People & Culture if needed.
- Monitor departmental expenditure against approved budgets. Approve purchase orders and invoices within the allocated financial mandate. Escalate out of budget or items higher than the approved mandate to a more senior manager.
- Effectively manage and continuously review performance of existing external vendors against SLA's.
- Collaborate with Group P&C procurement to contract with new vendors to ensure SLA's meet Group minimum standards.
- Continuously identify areas in the department that can work more efficiently or where cost can be reduced.
- Review scorecards on a monthly basis and compile summary views for decision making.
- Ensure that processes, control requirements and risk management frameworks that are in place for the area are understood by all members of the team.
- Ensure compliance with and adoption of applicable labour and or regulatory requirements.
- Review assurance and audit reports that relate to the area and contribute to the development and implementation of remediation plans.
- Ensure that all evidence requirements for control reviews and audits are supplied timeously.
- Log Risk Incidents as a result of operational errors or fraud in the department. Participate in formal investigations. Ensure that all events are properly analysed and closed out.
- Ensure that the teams understand the compliance requirements in the function. Create actions to address gaps. Monitor compliance training attendance on a monthly basis and ensure that teams understand the importance of completing it.
- Ensure that all team members understand control requirements related to physical and systems access control and other information security requirements.
- Ensure that the department has trained and adequate numbers of health and safety representatives.
- Oversee and accountable for the effective functioning and services provided by in country HC Shared Services function.

### III. REQUIREMENTS

QUALIFICATIONS		
Education		
Type of Qualification	Field of Study	Required / Preferred
First Degree	Human Resources or Industrial Psychology.	Required
Work Experience		
Experience	Experience Details	Required / Preferred
8-10 years	Broad experience and a deep understanding of People & Culture	Required
Total number of years' experience	10 years	

BEHAVIOURAL COMPETENCIES - ESSENTIAL	
Taking Action	is about taking action in service of achieving the organisation's goals. It is about being energetic, showing initiative and being action oriented
Articulating Information	is about effectively expressing ideas and concerns, giving presentations, explaining things to others as well as showing confidence in the interaction with other people, both strangers and acquaintances alike.

Producing Outputs	is about ensuring that tasks are completed within the given time-frame. Behaviours that are emphasised in this competency include working at a fast pace, maintaining productivity and multi-tasking.
Examining Information	This emphasises logical reasoning, specifically when referring to an individuals' understanding of information and the clear communication of such information in writing. Logical reasoning is supported by a fact based or objective approach.
Examining Information	Analyses and processes information; asks probing questions; strives to find solutions to problems.
Checking Details	is concerned with the careful checking and confirmation of details in a task. Another behaviour associated with the "Checking Details" competency is being accurate. Being accurate requires individuals to have a strong quality orientation as well as to be thorough and detailed in their approach when completing tasks in order to avoid making mistakes.

## TECHNICAL COMPETENCIES

Competency Group		
Competency	Level	Competency Description
Business Acumen	4. Proficient	The ability to analyse business financial performance as well as competitor and external factors as it would apply to the people practice in the organisation..
Knowledge of HR Policies & Procedures	4. Proficient	The knowledge and interpretation of people policies and procedures in place in the organisation and the translation of requirements to enable linemanagers and employees to understand the requirements.
Human Resource Consulting	4. Proficient	The ability to engage with leadership, managers and employees using a consultative and engaging approach while balancing the needs of the employee with that of the employer.
Learning and Development Strategy	4. Proficient	Ability to analyse current and future competence gaps and develop and provide a full range of learning options to help employees with the skills to meet organisational goals.
Employee Advocacy	4. Proficient	The ability to maintain the balance between employer and employee needs while maintaining a focus on a fair and empowering work environment.

## ADDITIONAL JOB DIMENSIONS

Job dimensions	Description
Business accountability: Impact on end result	Contributory, Advisory or facilitating services for use by others. Guide business on how to apply good People & Culture management principles in order to achieve their business objectives.
Internal relationships	Provide a service to them Sphere of influence to Impact the whole business unit by Providing advice and guidance on benefits matters, development opportunities, career planning and employee relations.
External relationships	Liaise with training institutions for registration of participant

## SCOPE

People Management:		
	# Direct Resources Managed	# Indirect Resources Managed
Individual Contributor	3	2

### IV. COMMENT POSTULER ?

Les personnes intéressées sont priées d'adresser leurs candidatures par e-mail à l'adresse électronique [info@standardbank.cd](mailto:info@standardbank.cd) en reprenant l'intitulé du poste en objet de leur e-mail. Les dossiers comprendront **uniquement** une **lettre de motivation** ainsi qu'un **Curriculum Vitae détaillé à jour en anglais** renseignant les numéros de téléphone et adresses e-mails d'au moins trois personnes de référence.

Seuls les candidats de nationalité congolaise remplissant les critères susmentionnés seront considérés pour la suite du processus. Il sied de préciser que les **candidatures féminines** sont vivement encouragées et que la maîtrise de l'**anglais oral et écrit** sera un élément déterminant dans la sélection des profils.

La date de clôture pour la réception des candidatures est fixée au **mercredi 15 janvier 2025 à 17h00'**.

**La Direction des Ressources Humaines**

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