



HUMAN RESOURCES MANAGER

1. Position Detail

Position Title	Human Resources Manager	Grade / Job Level	
Department	Human Resources	Sub-Division	Human Resources
Date Reviewed	23 February 2026	Geographical Area	

2. Position in the Organisation

2 nd Line Manager	Board
1 st Line Manager	Chief Executive Officer
This Position	Human Resources Manager
Direct Subordinate(s)	Human Resources Officer
Number of People Reporting into this Position	1

3. Overall, Purpose of the Job

Purpose Statement
<p>The Human Resources Manager is responsible for shaping and delivering the Nelson Mandela Children's Fund's people agenda to support organisational performance, culture alignment and long-term sustainability.</p> <p>The role leads the implementation of the Fund's human capital strategy through an integrated Talent Management Framework, covering talent acquisition, performance management, leadership development, organisational effectiveness and employee experience. The Human Resources Manager ensures that the Fund attracts, develops and retains the people required to deliver on its mandate, while maintaining compliance, governance and operational efficiency.</p>

4. Education (Formal Qualification Required)

Minimum
Honours degree in Industrial Psychology/Human Resources or related field (NQF Level 8)
Ideal
Masters degree in Industrial Psychology/Human Resources or related field (NQF Level 9)

5. Legal Requirements (e.g. Driver's License, etc.)

Detail
Drivers License

6. Experience (Minimum Experience Required - Number of years)

Minimum	(Years)
Executive-level HR leadership experience	5+ Years
HR Management experience as a generalist	10 Years
Advantageous	
Experience in a Non-Profit	2 Years



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7. Position Description

Key Performance Area / Main Output	Detailed Description / Inputs
Development, Implementation and Execution of the People Management Strategy and Framework	<p>Develop and implement a People Strategy that aligns to the organisational strategy, operating model and growth priorities of the Fund</p> <p>Design and implement an integrated Talent Management Framework covering workforce planning, recruitment, performance management, succession planning, learning and development, and retention</p> <p>Align organisational design and workforce capability requirements to current and future strategic needs</p> <p>Develop talent pipelines and succession plans for critical and leadership roles to mitigate organisational risk</p> <p>Embed a performance-based culture supported by clear expectations, accountability and development pathways</p> <p>Provide the Executive team with people-related insights, trends and workforce data to inform strategic decision-making</p>
Organisational Culture and Change Management	<p>Identify cultural gaps and behavioural patterns that may impact organisational effectiveness and performance</p> <p>Develop and implement structured change management approaches to support strategic initiatives, restructuring or new ways of working</p> <p>Ensure consistent communication and stakeholder engagement throughout change processes to promote understanding and adoption</p> <p>Assess the impact of change interventions and recommend corrective action where required</p> <p>Support leadership in embedding accountability, collaboration, inclusion and alignment to organisational values</p>
Talent Acquisition, Workforce Planning and Onboarding	<p>Oversee and continuously improve recruitment and selection processes to ensure they are fair, efficient and aligned to organisational needs</p> <p>Manage end-to-end recruitment processes or coordinate outsourced providers, including advertising, screening, interviewing and selection</p> <p>Ensure employment contracts, offer letters and appointment documentation are accurate and compliant with labour legislation</p> <p>Develop and maintain structured onboarding processes to ensure effective integration and role clarity for new employees</p> <p>Manage contractors and temporary workers in alignment with workforce requirements and governance standards</p>



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Key Performance Area / Main Output	Detailed Description / Inputs
	Manage workforce planning supports succession, capability development and organisational sustainability
Remuneration, Benefits and Payroll Governance	<p>Develop and maintain a remuneration and benefits framework aligned to organisational strategy, affordability and market competitiveness</p> <p>Benchmark roles through participation in salary surveys and oversight of outsourced job evaluation and profiling processes to ensure internal equity and external alignment</p> <p>Manage the annual salary review and bonus processes, including governance, modelling and communication to managers</p> <p>Oversee payroll accuracy, compliance and reporting controls</p> <p>Review and monitor benefits structures to ensure sustainability and alignment with organisational objectives</p>
Performance Management and Succession Planning	<p>Maintain and enhance the organisation's performance management framework to ensure alignment between individual objectives and strategic priorities</p> <p>Ensure all employees have defined objectives and personal development plans that are reviewed regularly</p> <p>Oversee quarterly and annual performance review cycles, ensuring consistency and fairness across the organisation</p> <p>Document performance outcomes and succession plans to support leadership continuity</p> <p>Support managers in addressing performance gaps and managing underperformance in a structured and compliant manner</p> <p>Monitor organisational performance trends and provide reports to leadership to support improvement</p>
Learning, Leadership Development and Skills	<p>Identify organisational training and development needs informed by performance reviews, strategic priorities and future capability requirements</p> <p>Develop and implement an annual training and development plan aligned to budget and organisational objectives</p> <p>Oversee training budgets in collaboration with department heads to ensure responsible allocation of resources</p> <p>Source, vet and manage external training providers to ensure quality and relevance</p> <p>Support leadership development initiatives and structured capability-building programmes across the organisation</p> <p>Lead Skills Development and Employment Equity initiatives, including planning, reporting and regulatory compliance</p>

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Employee Experience, Engagement and Wellness	<p>Develop and implement initiatives that support employee engagement, morale and organisational cohesion</p> <p>Monitor employee engagement levels and recommend interventions to strengthen retention and workplace satisfaction</p> <p>Facilitate staff engagement activities and internal culture-building initiatives aligned to organisational values</p> <p>Address workplace concerns proactively and support constructive resolution processes</p> <p>Manage service providers related to employee wellness and engagement initiatives</p>
HR Operations, Payroll and Systems	<p>Oversee HR administration processes, including leave management, employee records and documentation control</p> <p>Ensure payroll administration is accurate, compliant and delivered in accordance with required timelines</p> <p>Maintain and update HR policies and procedures to ensure relevance and compliance</p> <p>Implement and improve HR systems and automation aligned to the organisation's technology architecture</p> <p>Ensure integrity, confidentiality and accuracy of HR data and reporting systems</p>
Governance, Risk and Compliance	<p>Ensure full compliance with labour legislation and relevant regulatory requirements</p> <p>Oversee industrial relations processes, including disciplinary procedures, grievances and dispute documentation</p> <p>Maintain confidentiality and ethical handling of employee matters</p> <p>Identify and mitigate people-related risks through proactive workforce planning and policy management</p> <p>Participate in relevant Board sub-committees where required</p> <p>Engage legal counsel where necessary to manage labour-related risks and exposure</p>

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People Management	<p>Provide leadership and direction to the finance and operations team by clarifying roles, setting performance standards, and driving accountability</p> <p>Lead the full performance management cycle, including goal setting, regular reviews, feedback, and development planning</p> <p>Build team capability through coaching, skills development, succession planning, and effective workload management</p> <p>Partner with HR on workforce planning, recruitment, onboarding, and compliance with labour legislation and HR policies</p> <p>Foster a positive, ethical, and high-performance team culture while addressing performance and conduct matters in line with organisational procedures</p>

8. Special Requirements

Detail
N/A

9. Competencies (Skills and Behavioural Attributes) - Please note: The norm in the industry is to not have more than 7 Skills and Behavioural Attributes per job profile.

Knowledge	Skills	Behavioural Attributes
Labour Legislation i.e. BCEA, EEA, LRA, SDA	Employee Management Recruitment Retention	Accountable
HR Best Practice Emerging Trends	Performance Management Implementation	Analytical
Organisational Industry Understanding	Communication (Written and Verbal)	Decisive
Legislative Business Impact	Report Writing Facilitation	Proactive
Talent Management Framework	Negotiation Conflict Resolution	Objective
Workforce Planning Principles	Data Analysis Decision Making	Resilient
Remuneration Benefits Governance	Business Acumen Application	Ethical
Change Management Principles	Stakeholder Engagement	Disciplined

10. Participants

Participant Name	Participant Designation
Mpumi Mabena	Human Resources Business Partner
Belinda O'Regan	21 st Century Executive Consultant



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11. Approved By (Incumbent and Line Manager)

Name	Designation	Date	Signature
Dr. Linda Ncube-Nkomo	Line Manager		
	Incumbent		