



ROLE PROFILE

Title:	Country Office P&C Manager		
Functional Area:	People and Culture (P&C) - HR		
Reporting to:	Country Director (Business Leader)		
Matrix Reporting to:	Regional People & Culture Director		
Location:		Travel required:	10% international 20% in country
Effective Date:	October 2024	Hay Level:	17

ROLE PURPOSE

Plan International is an independent child rights and humanitarian organisation committed to children living free of poverty, violence, and injustice.

We actively unite children, communities and other people who share our mission to make positive lasting changes in children's and young people's lives. We support children to gain the skills, knowledge, and confidence they need to claim their rights to a fulfilling life, today and in the future. We focus on girls and women, who are most often left behind.

We have been building powerful partnerships for children for over 85 years and are now active in over 80 countries.

We engage people and partners to:

- Empower children, young people, and communities to make vital changes that tackle the root causes of discrimination against girls, exclusion, and vulnerability.
- Drive change in practice and policy at local, national, and global levels through our reach, experience, and knowledge of the realities children face.
- Work with children and communities to prepare for and respond to crises and to overcome adversity.
- Support the safe and successful progression of children from birth to adulthood.

As One P&C, we support the achievement of Plan International's Global Strategy by

- Creating a more engaging people experience
- Supporting the evolution of our workforce
- Accelerating performance, leadership, and learning
- Promoting technology and process excellence

Plan International embarked on an ambitious and exciting strategic change initiative to make the organization more transparent, legitimate, and agile. Strengthening our People and Culture processes is one of the key enablers in attaining our strategic goals.

The Country Office P&C Manager will:

- Understand, influence, and Interpret the Country Office (CO) strategy and Plan International Inc (PII) P&C's Strategic Plan and priorities to develop and implement CO P&C strategic and operational plans to enhance the Country Office's performance through our people.
- Partner with the Country Management Team (CMT) to nurture an agile organisational culture in the CO, underpinned by our values and feminist principles.
- Lead and manage the P&C function in the Country Office (CO) focusing on responsive and efficient operations and targeted excellence.
- Build CO P&C capacity and capability to deliver CO strategic and operational plans, through competency assessments, learning and development, performance and talent management, workforce planning, etc.

DIMENSIONS OF THE ROLE

Impact of this role is significant within the country and the region and could have some impact PII-wide. The role operates in scope of, and aligned to:

- Country Office Strategy
- PII P&C Strategy and Strategic Plan
- Labour Law, PII policies and procedures and industry best practices
- International assignee hosting
- CO Complexity related context: (customise as required: Low, Medium, High)
- Membership in relevant networks in the country with other INGO's and/or private sector

Plan International Benin is registered and started operations in country on **November 1994**. With a portfolio of over **14,567,297.53 EURO**, and **25,867,736 Euros** in the pipeline and close to 165 staffs, depending on projects; Plan International is one of the larger INGOs in the country.

Plan International in country have integrated programme – development and humanitarian responses related to climate emergencies, pandemics, insecurity, assistance and protection due to conflicts. Apart from the country office in Cotonou, there are offices in Natitingou, Bohicon and Adjohoun.

Other dimensions of the role are as follows:

- A member of the Country Management Team
- Line management and budget management of the P&C department
- Management of sensitive and confidential information
- Membership in relevant networks: PII Regional and Global P&C other professional networks

ACCOUNTABILITIES

Strategic Leadership and Direction

Understand, influence, and Interpret the Country Office strategy and Plan International Inc (PII) P&C's Strategic Plan and priorities to develop and implement CO P&C strategic and operational plans to enhance the Country Office's performance through our people.

- Be an active participant and contributor to the Regional and the Global P&C team (i.e., sharing of skills, ideas, and expertise)

- Influences the development of PII P&C strategy and ensures and supports operational implementation within the country office and the region, to enhance the Country Office's performance through our people.
- Operate as One Plan across the breadth of P&C specialisations. Integrate P&C work in the CO operations and programme planning (including people aspect of project/grants from proposal development to grants completion) as appropriate. Foster a culture of inclusivity, diversity, and equity in the CO.

Agile Organisational Culture

Partner with the Country Management Team (CMT) to nurture an agile organisational culture in the CO, underpinned by our values and feminist principles.

- Partner with management to build a highly engaged and inspired team and achieve targeted excellence through our people.
- As a member of the Country Management Team, support change management and initiatives required for sustainability, accountability, and quality.
- Adopt a culture of continuous improvement as part of the Country Management Team (CMT) – process, policies, and systems, conduct reflections and analysis with CMT of P&C Key Performance Indicators for making strategic decisions and improvements.

Globally integrated, responsive, and efficient P&C function

Lead and manage the P&C function in the Country Office focusing on responsive and efficient operations and targeted excellence.

- Ensure **high-quality operational service** across the full employee lifecycle for staff, including but not limited to contracts of employment, pre-employment checks, onboarding, payroll, probation, sickness absence, parental leaves, job changes and exit. Ensure that the country's P&C function (policies, procedures, systems, and controls) is in place and compliance with PII policies, P&C frameworks local labour laws and requirements.
- Ensure implementation and enriching PII P&C strategic priorities within the CO, specifically around Employee Relations, Equity, Diversity and Inclusion, Engagement, Talent Acquisition, Performance Management and Succession Planning, Total Rewards, Staff Care and Wellbeing, Data and Analytics, Employee Value proposition etc., to ensure successful implementation.
- Make decisions, develop solutions to diverse and complex problems and anticipate and resolve challenges within the country and in line with regional and P&C policies/parameters.
- Ensure the **Talent Acquisition** pipeline is in place and critical positions are filled within expected timelines to enable CO effective operations.
- Facilitate **Talent Management and Workforce/ Succession Planning**, including short and long-term succession bench strength for leadership and strategically critical roles. Contribute to cross-regional succession planning.
- Ensure **High-Performance culture** through coaching CO leadership, management, and staff in performance management. Ensure cadence is in place for CMT reflections, staff objective setting, mid-year, and annual performance reviews, development plans, regular 121 on deliverables, aligned to values, wellbeing, and development, etc.
- Ensure **Staff Care and Wellbeing** practices are in place, in line with the global framework and CO context, Staff Care Framework is adjusted to the local context and applied consistently, Staff Care champions are in place and EAP is used.
- Ensure **Employee Relations and Case Management** practices are robust and in line with global framework and use of data and trends to address focus areas, update policies, communication and training and leadership decision making.

- Interpret people-related **Data and Analytics** drive data-driven decision-making by the CMT. Facilitate ongoing data integrity and staff ownership of their data on HRIS. Work to continually improve data and reporting to help COs to enhance their performance.
- Ensure **Total Rewards** policy and practices is embedded and aligned with the CO context and PII Total Rewards philosophy.
- Support the humanitarian response plans according to the Emergency Response Manual and CO Disaster Preparedness Plan. Support and provide expertise and advice to the Surge P&C Manager.

An excellent Team is planned and resources for maximum impact on program output

- Contribute to analysis of situation for strategic planning needs;
- Supporting Management on the workforce planning of team needed, the definition of roles within budget for delivery of agreed strategies and individual projects;
- Review of organizational structure, roles and competency requirements and standardized job description for each position
- Help Managers write job descriptions in line with Plan requirements,
- Able to evaluate staff competencies (skill analysis) for career development, internal promotion and personal development.
- Able to carry out, timely and fair recruitment processes, observing equal opportunity and transparency
- Maintain all data in relation to all staff
- Mainstream gender and equal opportunity at the workforce

On boarding/induction/orientation: Staff joining Plan International Benin are effectively informed about the Organization, its strategies and purpose of their role in the fulfilment of Country strategy

- Working with the management in the preparation of materials and events to ensure new staff know about Plan can reach full functionality in minimum time
- Supporting management to identify and commission effective training/development support for individuals and general needs.

Rewards: Staff are paid in a consistent way in accordance with local market competition, Plan's values and the provision of labour law

- Ensure Plan International Benin's salary system is in line with Plan's global system based on HAY;
- Ensure regular salary and benefits reviews, analysis of survey results and advise management in line with the Benin labour law and Plan's reward policy and guidelines;
- Oversees payroll;
- Oversees international and local staff rewards: R&R, leave, insurance, etc. establishing accurate systems of managing and monitoring these expectations.

Rights and Responsibilities of staff: Staff is aware of his contractual rights and responsibilities in delivering their work for Plan, in line with the Code of Conduct and other policies.

- Ensure Plan International Benin and Global HR and Child and youth Safeguarding & Protection Policies are well understood and consistently implemented across Plan International Benin;
- Support managers and staff in implementing the Plan Employee Appraisal process. Track progress and maintain statistical data on results to support attainment of organizational objectives and improve staff performance.

- Revises/write HR Manual endorsed by local authorities and aligned with Plan Global Policy ensuring that all staff are aware of it, can access it and fully adhere to it.
- Ensures that Plan International's global policies for Child Protection (CPP) and Gender Equality and Inclusion (GEI) are fully embedded in accordance with the principles and requirements of the policy including relevant Implementation Standards and Guidelines as applicable to their area of responsibility. This includes, but is not limited to, ensuring staff and associates are aware of and understand their responsibilities under these policies and Plan International's Code of Conduct (CoC), their relevance to their area of work, and that concerns are reported and managed in accordance with the appropriate procedures.

DEALING WITH PROBLEMS

- Strategic workforce planning and advising management in a highly volatile operational environment with the shortage of technical skills making judgments on hard HR choice to be made
- Using impartiality and equal opportunities in a situation where tribal, racism and other discrimination is highly prevalent;
- Supporting management teams that may be fluid and working in very stressful conditions or even in emergencies;
- Required to synthesize and analyse feedback from a wide range of actors (including NGO HR Forum, Ministry of Labour, national surveys) in further developing HR and supporting implementation;
- Support Grant development by ensuring full provision for HR needs is achieved through involvement at proposal writing and during implementation;
- Facilitate management support to staff in traumatic conditions

COMMUNICATION AND WORKING RELATIONSHIPS:

[This section refers to people inside and/or outside of the organisation that the post-holder needs to have contact with, and why. This should include virtual presence.]

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Internally:

A member of the CLT. Collaborating with other functions: Sponsorship, Finance, Program, IT, Communication and Administration to ensure that HR processes are integrated.

Regionally:

A member of WARO HR Network: Supporting colleagues and drawing on the support they can offer. The Regional HR partner will provide technical support

Globally:

Relates to international Headquarters P&C team for technical support on Global Policy, Child Protection reporting, international recruitment and other advice as needed;

Externally:

Active participant in Benin NGO forum and representation of all issues related to Labour law/social security, etc.

TECHNICAL EXPERTISE, SKILLS AND KNOWLEDGE

[This section details the skills, knowledge and expertise the postholder will be required to demonstrate in doing the job well.

This should include clear levels of technical expertise and skills that support our work at national, international, and global level.]

High and Medium Complexity:

- Significant professional expertise and in-depth knowledge acquired through professional qualifications, inherent understanding, and substantial relevant experience in developing and embedding people, capability, and organisational / HR practices.
- Fundamental understanding and extensive experience in strategic and operational aspects of people, capability and organisational/HR practices in a leadership role and ability to plan and prioritise work within the context.

Low Complexity

- Professional expertise and knowledge acquired through professional qualifications, inherent understanding, and relevant experience in developing and embedding people, capability, and organisational / HR practices.
- Good understanding and some experience of working in strategic and operational aspects of people management, capability and organisational/HR practices and ability to plan and prioritise work within the context.

Desirable

- Experience of working in non-profit sector
- Local language and Intermediate level of English

Essential

Qualification and Experience

- A Master's degree in Human Resource Management or equivalent experience
- At least 10 years of experience working in an HR generalist management role
- Experience successfully implementing organisational HR policy and practice.
- Experience in an HR specialist function, organisational design, performance management, reward management, recruitment and selection, or training and development
- Mastery of Benin labour laws and by- laws
- Excellent technical knowledge on general HR areas as indicated by duties above
- Knowledge of operationalising HR in volatile emergency conditions is an advantage
- Knowledge of Organizational development to support a changing program is an advantage
- First-hand experience and knowledge of working in developing country environments and West Africa is an advantage.

Desirable

Skills

- Excellent writing and speaking in French and English;
- Proven skills in the full range of general HR needs including data management, recruitment, pay and employee relations is essential;
- Skills in supporting strategic planning and human resourcing requirements
- Communication: Excellent negotiation and influencing skills in multi-cultural contexts
- Broad experience in handling legal issues related to human resources management in Benin
- Experience in working with lawyers and judicial matters
- Strong emotional intelligence management

Behaviour

Behaves consistently in approach to work and decision-making

- Strongly drives performance forward in area of the business for which they are responsible together with the team
- Balances future vision with practical delivery
- Develop mutual trusting relationship with complex partnerships that have excellent business outcomes
- Set a strong learning culture in their part of the Organization
- Remains calm and positive under pressure and in difficult situations
- Aware of impact on others and adjusting own behaviour accordingly integrity
- Tolerant of difference-Cultural sensitivity in relation to its impact on HR

HOW TO APPLY

For anyone wishing to participate in this process, we ask you to send a cover letter addressed to the Country Director of Plan International Benin, an updated CV and copies of diplomas no later than **Friday, November 8, 2024** using the links below:

Interne :

<https://performancemanager5.successfactors.eu/sf/jobreq?jobId=50793&company=PlanInt>

Externe :

<https://career5.successfactors.eu/sfcareer/jobreqcareerpvt?jobId=50793&company=PlanInt&st=F895F936434D92FF2BA41848138A24A58916AC37>

PHYSICAL ENVIRONMENT AND DEMANDS

Office /desk; in country travel to CO locations.

10% international travel, mostly for 5-8 calendar days each, with several weeks' notice.

This post is based in Country Office in Cotonou, which at present is a normal operational environment. However, the post-holder must be willing to travel at least 20% in Interlard and outside the country

P&C capacity and capability

Build CO P&C capacity and capability to deliver CO strategic and operational plans, through competency assessments, learning and development, performance and talent management, workforce planning, etc.

- Coach, monitor and train the P&C team to ensure teams are equipped to deliver on agreed P&C services and priorities, in line with global P&C strategy, plans and frameworks.
- Work with P&C teams to identify:
 - capability gaps and training requirements and develop strategies and plans to address needs/gaps.
 - talent pools and manage capability and capacity development opportunities.
- Oversee competency development, talent and performance management, succession planning and workforce planning of staff and roles in the P&C function of the Country Office.
- Support the PII P&C in the design and roll out of capability development initiatives within the country office.

- Ensure the P&C team is equipped to support national, international, and hosted employees in the country.
- Analysis and preparation and presentation of analysis of key areas for Country Management Team; cost-efficiency, staff turnover, in-depth analysis and development of scenarios of possible pathways of mitigation key risks in their area of expertise.

Safeguarding

Ensure that Plan International's global policy for Safeguarding and PII policy for Preventing Sexual Harassment Exploitation and Abuse; and Gender Equality and Inclusion are fully embedded in accordance with the principles and requirements of the policy including relevant Implementation Standards and Guidelines as applicable to their area of responsibility. This includes, but is not limited to, ensuring staff and associates are aware of and understand their responsibilities under these policies and Plan International's Code of Conduct (CoC), their relevance to their area of work, and that concerns are reported and managed in accordance with the appropriate procedures.

KEY RELATIONSHIPS

- Regional P&C team
- Country Office Management team
- Country Office P&C Managers in the region
- Country Office P&C team (line management)
- Country authorities in relations to the labour law and compliance

BUSINESS MANAGEMENT AND LEADERSHIP COMPETENCIES

- **Understanding Plan International in context** Business Competency, aligned to '**We are open and accountable**' Leadership Competency, Maintaining professionalism.
- **Working well together:** Listening to colleagues, stakeholders, and partners with humility, sharing information and listening to their input, being open to feedback, aligned to **Managing people and relationships** business competency.
- Adapting and coping in challenging and changing environments
- Self-awareness, aligned with Plan International Leadership Competency '**I see and develop myself as a leader**'.
- Motivating and influencing others, and working with others, aligned to '**We work well together**' Leadership competency, and Business Management competency '**Managing People and Relationships**':
- Working with others, managing people, and promoting culture of equity, diversity and inclusion.
- **Delivering results:** Planning and managing resources, projects and partnerships for the effective and efficient delivery of results, aligned to the Leadership Competency '**We strive for lasting impact**'. Ensuring a realistic budget is in place for the team and our activities, aligned with business priorities and including planned change (We are open and accountable).

P&C TECHNICAL COMPETENCIES

- **Business Acumen:** Ability to understand influence, and translate key business drivers, priorities, and demands of various stakeholders in a globally diverse organization.
Business Knowledge, Industry Knowledge and Financial Knowledge
- **Relationship Management:** Ability to understand the needs of various stakeholders and focus on continuously improving the stakeholder experience, Customer Focus, Collaboration and Networking, Persuasion and Influencing
- **Talent Management:** Ability to nurture and act as a champion of an agile organisational culture of high performance, inclusion, innovation and engagement. Comfortable with Change and shifting priorities, able to deal with ambiguity and uncertainty.
Strategic HR Expertise, Employee Experience management, Change Management and Technology Savviness
- **Data Savviness:** Ability to analyze, interpret and communicate data to influence and support business decision making for different stakeholders and audiences.
Data foundation, interpretation and story-telling
- **Agility:** Ability to analyze and evaluate information, create diverse solutions and ideas and take constructive criticism to further stretch the imagination of what is possible
Critical thinking, Creativity, Innovation and Growth mindset
- **Strategic Consulting:** Customer and stakeholder centric design of processes rather than internal focused Consultative Problem Solving, Project Management, Risk Management

PLAN INTERNATIONAL'S VALUES IN PRACTICE

We are open and accountable

We create a climate of trust inside and outside the organisation by being open, honest, and transparent. We hold ourselves and others to account for the decisions we make and for our impact on others, while doing what we say we will do.

We strive for lasting impact

We strive to achieve significant and lasting impact on the lives of children and young people, and to secure equality for girls. We challenge ourselves to be bold, courageous, responsive, focused and innovative.

We work well together

We succeed by working effectively with others, inside and outside the organisation, including our sponsors and donors. We actively support our colleagues, helping them to achieve their goals. We come together to create and implement solutions in our teams, across Plan International, with children, girls, young people, communities, and our partners.

We are inclusive and empowering

We respect all people, appreciate differences and challenge inequality in our programmes and our workplace. We support children, girls and young people to increase their confidence and to change their own lives. We empower our staff to give their best and develop their potential.

LEVEL OF CONTACT WITH CHILDREN

[Please delete as applicable]

Low contact: No contact or very low frequency of interaction

Mid contact: Occasional interaction with children

High level: Frequent interaction with children

TYPE OF CONTRACT:

Twenty-four (24) month fixed term contract, renewable. The salary is based on grade.

Antiracism and Equity

Plan International is committed to anti-racism, Gender, diversity and inclusion; focussing on equality, trying to build a more conducive work environment for all. To this end, applications from women and those from marginalized groups are strongly encouraged.

POSITION IN THE ORGANOGRAM

