

Terms of Reference

Manager, People & Culture

Designation/Title	Manager, People & Culture
Reporting	Under the overall direction of Executive Director
Reporting Area	All matters relating to human resources & organizational culture
Direct Reports	None
Works closely with	Executive Director, Senior Management Team, Manager Compliance & Operations and is available to all staff as needed.
Location	Works virtually

Overview of Organisation

Women's Fund Asia (WFA) is a regional women's fund, committed to supporting women, girls, trans, and intersex people-led interventions, to enhance and strengthen their access to human rights. WFA provides sustainable and flexible funding and resources to support the leadership of women, girls, trans, and intersex activists and groups who work at local, national, and regional levels for human rights. The Fund started in 2004 as the South Asia Women's Fund (SAWF), operating in Bangladesh, India, Nepal, Pakistan, and Sri Lanka. In 2016 the organisation undertook an intense process of review and consultations, and it was relaunched as Women's Fund Asia on 8 March 2018.

Summary of the Role

Responsible for developing and implementing the people and culture strategy and overseeing WFA's human resources policy and practices with the aim to ensure the organization is effectively staffed and strengthening feminist working practices, deepen shared leadership and build an organizational culture of trust, openness and collaboration in WFA.

This TOR also serves Women's Fund Asia Limited (WFAL), which is an Australian registered entity and its administration, governance and operations will be taken care of by the Executive Team of WFA.

Linkages

1. The person in this role relates directly with the Executive Director and the Senior Management Team.
2. Staffing needs and competencies are determined by the Senior Management Team, individual Directors, Managers and Team Leads.
3. Decisions regarding discipline and staff release are made by the Executive Director and the Senior Management Team.
4. Staff can access the Manager, People & Culture in confidence to address employee benefits and organizational concerns.
5. The Manager of People & Culture receives concerns or complaints related to safety and harassment and recommends processes to review and or remediation.

Responsibilities

1. Overall People Responsibilities

- a. Provide strategic vision, guidance and input to the work of WFA's HR function.
- b. Translate WFA's strategy and goals into HR strategies, policies and procedures across all staff and consultants ensuring compliance and consistency.
- c. Provide oversight to diversity initiatives and practices.
- d. Ensure that the HR function delivers on HR services such as supporting the Senior Management Team to identify staffing needs and related competencies, recruitment, staff contracts across geographic regions, staff performance evaluation processes, staff orientation, compensation and benefits administration, employee relations, grievances, and relevant staff welfare services.
- e. Support and coach managers to enable good work practices and feedback - up, down, and across.

2. Recruitment

- a. Oversee the recruitment process including identifying and finalizing TORs with the appropriate Manager, supporting vacancy announcements, the interview process and recommendations for final selection, with consideration for diversity, due diligence and reference checks.
- b. Ensure the issuance of contracts, placement on the salary scale, and appointment letters to selected candidates, in collaboration with the Executive Director.
- c. Develop Staff Contracts as per WFA's internal policy for Employees and Consultants, in consultation with the Executive Director.

3. Staff Orientation

- a. Ensure a systematic process where new staff become well familiarized and integrated with WFA's work environment, goals, philosophy, values and culture, and acquire the necessary knowledge and behaviours in order to become effective staff members of WFA.

4. Performance Review Processes

- a. Develop and oversee the Review Process including support for ongoing feedback, documentation of performance issues, annual performance evaluations, and performance improvement plans; collaborate with the Senior Management Team to develop and implement new performance management approaches and systems; maintain knowledge trends and best practices in feminist funds.
- b. Provide performance management guidance to supervisory staff and support them in carrying out their responsibilities on personnel matters (supervision/coaching, mentoring professional development, and disciplinary actions); provide supervisors and staff members with coaching and resources to help resolve and prevent interpersonal and team conflicts and adapt to different leadership styles.
- c. Support professional development for individual staff as well as WFA as an organisation.
- d. Ensure that Probation Reviews are tracked and ensure outcomes are communicated formally through letters.

- e. Ensure that contract renewals are done in a timely manner.

5. Regulatory/Compliance & Benefits

- a. Guide management and employee actions by researching, developing, writing, and updating policies, procedures, methods, and guidelines following all applicable laws and regulations.
- b. Provide leadership and direction to ensure compliance with all local and federal employment-related laws and regulations; advise management on necessary actions in alignment with current employment law requirements; provide guidance and training to staff as required.
- c. Oversee benefits administration.
- d. Maintain in-depth knowledge of changing employment regulations where staff are employed and implement policies, procedures and systems by participating in educational opportunities, reading professional publications, maintaining personal networks, and participating in professional organizations/committees, to ensure regulatory compliance and reduce the organization's legal risks.
- e. Reporting to the Executive Director for the Board on HR strategies.

6. Employee Separation

- a. Ensure resignation/end of contract service letters are carried out for staff in a timely manner, carry out exit interviews and ensure completion of resignation formalities.

7. Attendance and Leave Management

- a. Ensure efficient management of all staff's leave and attendance as per each staff's terms of the contract.
- b. Maintain engagement with all staff to ensure effective monitoring of work undertaken.

8. Employee Information & Data

- a. Ensure employee personal files, and performance-related documents are maintained and up-to-date.

9. Harassment and Safety

- a. Establishes the harassment and safety policy and practices.
- b. Receives and manages concerns or complaints.
- c. Provide regular updates regarding any concerns or complaints.

10. Additional Responsibilities

- a. Create and manage the people and culture annual budget.
- b. Lead in the development of strategies, risk analysis and mitigation work relating to human resources management of WFA.
- c. Ensure compliance and consistency across staff contracts in keeping with WFA HR policy and other country-wise compliances.

11. Overall Culture Responsibilities

- a. Act as the ambassador for organisational culture and values, ensuring they are visible, embedded, and upheld.
- b. Translate WFA's strategy and goals into organizational strengthening strategies, policies, and procedures.
- c. Lead processes to strengthen an organizational culture of cooperation, shared leadership and accountability, decentralized decision-making, and strong internal communications.
- d. Strengthen mechanisms for providing and receiving feedback up, down and across WFA to support the ongoing learning and development of all team members.

12. Staff Relations

- a. Supports staff events and appreciation activities such as staff meetings, social events, and group activities.
- b. Assess and advance staff engagement and satisfaction.
- c. Proactively engage staff to improve working relationships, build morale, and increase productivity and retention.
- d. Provide leadership and partnership with management and employees to develop, communicate and administer human resource policies and procedures that will maintain and improve employee relations and shape organizational culture.

Knowledge & Skills Required

1. Minimum 5 years experience in the HR and/or operations field in the not-for-profit sector.
2. Demonstrated leadership skills, with a minimum of two years of supervisory/personnel management experience.
3. Experience consulting and educating senior management on HR-related topics.
4. Experience in revising or developing new HR policies and procedures to meet changing organizational needs, and to support the desired organizational culture.
5. Understanding of best practices and experience in building inclusive and engaged feminist workplaces; cultural awareness and sensitivity; experience supporting a diverse workforce.
6. Ability to deal with conflict effectively, and to manage difficult situations confidently and calmly; demonstrated ability to coach and counsel both executive-level management and employees.
7. Strong project management skills; ability to effectively plan, implement and manage HR programs and functions; ability to implement, explain, and apply relevant policies, procedures, laws, and regulations.
8. Working knowledge of Sri Lankan & Indian laws and regulations affecting employer practices and compliance requirements; specific knowledge of requirements for non-profit organizations preferred.
9. An understanding of and commitment to WFA's mission.
10. Ability to communicate well in English and one other regional language; fluency in more than one regional language is an asset.
11. Excellent project management skills with attention to detail and ability to multitask, manage competing priorities, and meet deadlines.
12. Ability to work independently and be self-motivated.
13. Ability to work with mutual respect with different nationalities and communities in an international and multicultural environment.
14. Able to travel locally and regionally

Terms and Conditions

1. Once selected, a renewable contract syncing with WFA's fiscal year (April - March) will be issued. Ability to join immediately is required (within a month of the offer email).
2. The remuneration for the position is between **USD 2200 to USD 2800 per month**. In case the individual is based out of home, then an office-running stipend will be provided. The remuneration will be commensurate with work experience and skills. The taxes will apply as per the laws of the land where WFA has its registered offices.
3. There will be a six-month probation period, during which the contract can be concluded through a notice of 7 working days on either side. The incumbent will be internally evaluated before being confirmed. After confirmation the contract can be concluded by a notice of 22 working days or salary of 22 working days in lieu of notice.
4. Once confirmed, there will be an annual performance evaluation every March, a month before a new contract is issued in April. The entitlement to leaves and medical benefits will also apply as per the HR Manual.
5. There is no obligation on the part of WFA to offer a new contract upon the conclusion of the present contract as WFA's human resource requirement is contingent on access to, availability, adequacy, the purpose of and timing of donor funds.
6. The organization has zero tolerance for sexual harassment at the workplace; as well as any form of discrimination on any grounds including but not limited to sex, gender, sexual orientation, class, caste, race, and/or disability; the practice of which could result in immediate termination with no compensation, reference, or experience certificates. The impact of sound judgment, decision-making, and management/leadership in this job function are of utmost importance to the organisation and its overall ongoing success.