Who is SmartStart Early Learning?

SmartStart is a *successful national network* of NGOs & partners realising **quality, affordable early learning for all 3-5-year olds, inclusively** — through *scaling a network of, and building a platform for, providers*; *achieving specific ecosystem transformations* with governments and partners; and *"evangelising" for early learning as a priority societal cause*.

Job title	**Talent Manager**
Nature of time commitment	**Full-time**
Modality & Location	**Negotiable: provisionally hybrid,** incl. SmartStart Office, 26 Griswold Rd, Johannesburg 2193
Nature of contract	**Indefinite**
Duration & Timeframe	**As soon as possible**
Job grade (Paterson framework)	**D Lower**
Remuneration	**R708-800kpa / R59,007-66,667pm depending on profile** **plus eligibility for 5-15% performance bonus determined annually**
Manager	**OD & People Lead** (Exco member)
Number of vacancies	**One (1)**
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Child Safeguarding Policy

Any and all applicants must adhere with the SmartStart Child Safeguarding Policy which has been developed in line with the International Standards for Child Safeguarding which provide a benchmark for organisations working with children.

In terms of this Policy, SmartStart will not employ anyone whose name is on the National Child Protection Register or who has been convicted of a criminal offence involving a child.

Talent Manager

Job Description

Purpose

Partner with department heads and collaborate with line managers to create the conditions that

- Recruit, onboard, retain and develop the people SmartStart needs
- Enable people to perform-and-develop in their roles (through "purple" practices that build relationships we need for doing-and-thinking together)
- Build the organisation's people power and capabilities

Location in Hub organisation (and network)

- Line Manager: **Chief Innovation Officer (Network Hub)**

- Job grade (Paterson framework): D Lower

- Partners with: all department heads (Network Hub)

- Manages: People Administrator

Context

SmartStart is collaboratively realising **quality, affordable early learning for _all_ 3-5 year olds, inclusively**, ie. **1 million children annually by 2030** — focused on the two-thirds of children from the 40% of households receiving least income. SmartStart pursues this through **scaling a network** of, and **building a platform** for, **providers**; achieving **specific ecosystem transformations with governments and partners**; and **"evangelising"** for **early learning as a priority societal cause**.

SmartStart has extended **quality access** to, and demonstrated **on-track early learning outcomes** for, **excluded children**; established a trusted network serving **80,000+ children weekly** (~10,000 practitioners supported by 14 partner organisations); constructed key parts of a **platform for population-scale**; and supported development of government's **first national early learning strategy**. This yields **momentum** among **social investors** as SmartStart **scales** in SA — and beyond.

SmartStart has succeeded so far through, and will continue evolving to societal scale by:

A. Orienting towards social assets and **innovating**

- Seeing the multitude of **un(der)employed women** (mostly) and leveraging the **contributions in kind** of those engaged in childcare (time, venues, food) by **setting them up and supporting them as effective early learning practitioners**

- Leveraging the power – **social capital** – of relationships between people

- Seeing and reinforcing the opportunity of **micro-(social-)enterprise amid informality**

- Leveraging **established NGOs'** distributed **know-how and connections** (in early learning and local development amid informality) **as well as their energy to co-create**

- Organising and growing as a **network of networks** co-creating the future

- **"Making the abundant effective"** (especially underemployed women) **"and the scarce irrelevant"** _as obstacles to scale now_ (eg. dedicated buildings and formal qualifications)

B. Building a platform — that enables **people's adapting-with-integrity to contexts**

- Realising an **end-to-end value chain of services for setting up and supporting early learning practitioners** running quality, affordable programmes as micro-enterprises (from recruitment through ongoing quality assurance & improvement and registration — and beyond)

- Building **open-access "infrastructure"** incl. a **programme** with demonstrated child outcomes comprising practices supported by tools and processes that enable exponentially more people & role-players to "do" quality early learning daily

- Integrating **technology to enable scale and accelerate exponentially at limited cost**

- **Connecting** children and parents with practitioners <u>and</u> mediating between people's diverse (informal) **local socio-economic contexts and state regulatory procedures, budgets, and policies** (formal bureaucracies)

- Establishing a national early learning network as a **strategic <u>and</u> operational partner to governments in policy <u>and</u> practice** (from quality access at scale enabled by apt resource flows to regulatory compliance and monitoring, learning and responding)

- Reinforcing **people's distributed agency and resources** to adapt and problem-solve

C. Practising systems doing-and-thinking — and **learning** throughout

- **"Evangelising"** for early learning as a **priority societal cause** — to exponentially grow demand, expectations, and contributions (effort, venues, nutrition, funds, advocacy)

- Together **transforming legislation, policy, regulations**, and norms & standards to remove inept restrictions; enhance resource flows; enable self-reinforcing progress

- Demonstrating early learning an **employment stimulus opportunity** and avenue for **women's economic empowerment** — so connecting to wider investor interests beyond education

- **Leveraging exponentially increasing inter-national resources** by inspiring investors and offering them opportunity to jointly achieve more than the sum of their funds

- Achieving multiplier effects by **creating conditions for, influencing, and "orchestrating" collective action**

- Evolving by innovatively integrating **"doers", "payers", model(s), tech, policy, and collective action** (the six aspects of scale identified by Mulago, considered in SmartStart's context)

SmartStart has a three-sided agenda for scaling exponentially towards early learning for all

1. Scaling exponentially via distributed agency, integrated tech, innovation, and partnerships

- **Hub network partners' driving scale regionally** – including recruiting local organisations to the network – through distributed agency enabled by deepening partnerships and co-creation

- Evolving the platform by **innovating** in **quality improvement & assurance** and thoroughly **integrating tech & tech-enabled services** and **strategic information for targeted actions**

- **Enhancing thinking-and-doing** / sense-making & action-taking / **learning loops** *distributed-ly*

- **Realising apt legislation, policy, strategy and budgets in practice** by building strong operating **partnerships with provincial education depts and metros-municipalities** — including re:

  o venues, funding flows, apt regulation, registration, and monitoring-and-responding for practitioners — through coordination across government functions and other role-players

- **Exponentially expanding venues, nutrition**, and **micro-enterprise support** as key conditions for early learning by catalysing and connecting partnerships between diverse actors

2. Advancing early learning for all as priority societal cause to accelerate & sustain scale

- **Multiplying action for and contributions to the societal cause of early learning** for all by "evangelising" effectively: ie. building a movement by leveraging social network influence

- **Increasing state funding** (sources): consolidating Jobs Fund; and leveraging results-based finance w. Education Outcomes Fund towards wider contracting with SmartStart as platform

- **Securing complementary big-picture investors** to fund further exponential growth

3. Extending into 2-3 Southern African countries

- Developing **insights from South Africa** and sharpening **adaptability-to-contexts w. integrity**

- Securing **select regional governments' buy-in** and building strategic partnerships

Key Responsibilities

Recruiting the new employees SmartStart needs

Partnering with department heads and coaching hiring managers in:

- Scoping role needs proactively
- Co-developing and updating job descriptions (incl. person specifications)
- Interpreting roles framework and remuneration policy as well as employment equity priorities and obligations
- Developing attractive job adverts clearly articulating employee value proposition
- Leading & managing focused sourcing / searching and outreach for key roles
- Identifying, building relationships with, and managing recruiting service providers and agencies
- Managing candidates' experience throughout (for key roles at least; incl. providing every interviewee with appropriate feedback)
- Signing off on and offering jobs, then contracting incoming employees and/or independent contractors

Maintaining & updating roles framework and associated remuneration framework

Onboarding newcomers to SmartStart successfully

Partnering with department heads and coaching relevant people managers in:

- Leading and ongoingly fit-for-purpose developing onboarding (incorporating induction) ○ To yield incoming employees' experiences of
    - Belonging at SmartStart
    - Integration into work productively
    - Purpose
  - ○ Across the following phases
    - Pre-boarding
    - Early onboarding
    - In-boarding
    - Off-boarding

Supervising the induction procedure managed by People Administrator

Co-creating the conditions that retain employees and enable them to perform-and-develop in their roles

Partnering with department heads and supporting, guiding, collaborating with, and coaching people managers in:

- Managers' practicing the "purple" practices that build relationships needed for doing-and-thinking together
- Supporting employee wellbeing (including by managing service providers)
- Employees' engagement with relevant information, communications, mutual recognition

- Managers' holding
  - regular (weekly-fortnightly) one-on-one performance-development conversations
  - annual one-on-one performance-development review conversations
- Managers' guiding employees' & teams' informal learning
- Managers' diagnosing ongoing development opportunities and/or performance problems and then managing these as appropriate (including during probation), incl. but not limited to
  - understanding situations and diagnosing problems accurately
  - specific and/or focused development support if & as appropriate
  - labour relations procedures and processes if & as appropriate (eg. formal enquiries)
- Managers deciding employee ratings for annual bonus determinations (per present Remuneration Policy)
- Reviewing remuneration and recommending remuneration adjustments if & as appropriate
- Interpreting, realising, and monitoring compliance with relevant policies and standard employment & workplace legislation, including:
  - Remuneration Policy
  - Leave Policy
  - Disciplinary Policy
  - LRA, BCEA, EEA, OHSA, SDA, and skills development within BBBEE framework (supported by specialised service providers as appropriate)

Coordinate:

- Monthly org-wide staff meetings
- Twice-annual staff retreats

Convene then coordinate a forum for interns and/or inexperienced employees

Managing employee information for decision-making and risk mitigation

Manage:

- People (HR) Information Systems and service provider, incl.
  staff ○ Self-service portal
  - Demographics for employment equity reporting
  - Records, incl contracts, disciplinary records, etc.
  - Leave policy & procedure (realised through Employee Self-Service)
- Payroll service provider (w. Finance Department)
- Employee engagement & learning platform & service provider
- Labour relations service provider
- Exit process

Managing generally in service of the above

- Budget & expenditure: Budget appropriately & accurately for the department/function and manage expenditure responsibly
- Policies: Maintain, update, and guide development of policies related to the above and more broadly to talent, roles, and remuneration

- Service providers: Identity, build relationships with, manage, and leave relationships with service providers as appropriate
- General: Contribute as an equal member of Manco (broad management group)

Person Specification

Note! Applicants with unconventional backgrounds will be considered <u>equally</u>

- **Min. degree or equivalent evidence of learning & capabilities** o
  with evidence at some point of *excellence & analytic ability* o
  <u>not necessarily</u> in "human resources"
  - o relevant subsequent qualifications advantageous

- **Min. 5 years relevant professional experience** in roles like talent acquisition, talent management, HR business partner etc. <u>and/OR</u> in "people" and/or "talent"-related work like leadership development, change "management", organisational development, etc
  - o Some experience in *recruiting* is preferred — or else a clear, strong appetite to learn

- *People & team management experience & insights* strongly preferred
  - o Self-awareness
  - o Interpersonal & relational "intelligence"
  - o Feedback and/or "learning conversation" skills, incl. regarding "difficult conversations"
  - o Coaching skills and/or experience

- Clear orientations in practice to
  - o *Employees* as people (human beings) playing roles in complex organisational & wider contexts
  - o *People & team managers* as primarily responsible for managing people-in-roles, their performance-development, and associated decision-making
  - o *Talent and/or People function* as focused on collaborating to create the conditions for success — more than administration, compliance, risk management etc

- Clear curiosity and track record of learning, including openness to & appetite for feedback

- Demonstrated ability to see & realise the big picture while attending to details

- Professional communication skills

- *Advantageous:* familiarity with (and experience of) "systems thinking" and/or approaches to complexity