



## JOB PROFILE

### 1. POSITION DETAIL

|                                                                                                                                                                                                                                                                                                  |                                                                                                                                 |                  |    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|------------------|----|
| <b>CURRENT JOB TITLE</b>                                                                                                                                                                                                                                                                         | Executive: Human Resources                                                                                                      | <b>JOB GRADE</b> | E3 |
| <b>PROPOSED JOB TITLE</b>                                                                                                                                                                                                                                                                        | Executive: Human Resources                                                                                                      |                  |    |
| <b>JOB CODE</b>                                                                                                                                                                                                                                                                                  | E0500001                                                                                                                        |                  |    |
| <b>DEPARTMENT</b>                                                                                                                                                                                                                                                                                | Human Resources                                                                                                                 |                  |    |
| <b>DATE REVIEWED</b>                                                                                                                                                                                                                                                                             | January 2024                                                                                                                    |                  |    |
| <b>LOCATION</b>                                                                                                                                                                                                                                                                                  | 2040 Octave Street, Radiokop, Honeydew, 2040                                                                                    |                  |    |
| <b>EMPLOYMENT STATUS</b>                                                                                                                                                                                                                                                                         | Permanent                                                                                                                       |                  |    |
| <b>PURPOSE STATEMENT</b>                                                                                                                                                                                                                                                                         |                                                                                                                                 |                  |    |
| To develop, guide and provide an effective Human Resource Management direction and strategy. To ensure alignment of the people management practices to the broader organisational strategy as well as readiness of the workforce for appropriate organisational culture enhancement initiatives. |                                                                                                                                 |                  |    |
| <b>POSITION IN THE ORGANISATION</b>                                                                                                                                                                                                                                                              |                                                                                                                                 |                  |    |
| <b>2ND LINE MANAGER<br/>(2<sup>ND</sup> LEVEL)</b>                                                                                                                                                                                                                                               | Board                                                                                                                           |                  |    |
| <b>1<sup>ST</sup> LINE MANAGER<br/>(1<sup>ST</sup> LEVEL)</b>                                                                                                                                                                                                                                    | Chief Executive Officer                                                                                                         |                  |    |
| <b>POSITION</b>                                                                                                                                                                                                                                                                                  | Executive: Human Resources                                                                                                      |                  |    |
| <b>SUBORDINATE<br/>(1<sup>ST</sup> LEVEL)</b>                                                                                                                                                                                                                                                    | Senior Manager: Human Resources Operations, Administrative Secretary, Manager: OD, Learning & Development Manager: Admin & HRIS |                  |    |
| <b>SUBORDINATE<br/>(2<sup>ND</sup> LEVEL)</b>                                                                                                                                                                                                                                                    | Labour Relations Consultant, HR Consultants x2, HR Co-ordinator, HR Administrator                                               |                  |    |

### **SUBORDINATE POSITIONS**

*Please provide job titles of subordinates and total number of employees per job title (organogram can be inserted)*

First level subordinates:

Second level subordinates:

Total:

## 2. POSITION DESCRIPTION

| MAIN OUTPUTS AND RESPONSIBILITIES FOR THIS POSITION – <i>(Please provide a short description under each heading/output)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | TIME SPENT |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| <p><b>1. Strategic Direction and Leadership of the Human Resources Management function</b></p> <ul style="list-style-type: none"> <li>• Develop the Human Resources Strategic Plan aligned to the Company's strategic objectives</li> <li>• Manage the roll out and implementation of the Human Resource Strategic Plan</li> <li>• Ensure alignment with company Corporate Plan</li> <li>• Ensure Human Resource Management practices compliance to Labour Law framework</li> <li>• Develop and review Human Resource policies and procedures for best people management practices and keeping up with global trends.</li> <li>• Ensure Human Resource operational efficiency and effective execution of mandate.</li> <li>• Conduct the relevant research to determine : <ul style="list-style-type: none"> <li>▪ Proposed legislation/regulations and policies</li> <li>▪ Oversee the amendments/updates thereof to align to current legislation</li> <li>▪ Best practices and trends in similar industries and those beyond</li> <li>▪ Analyse and interpret the impact of those legislations within the organisation</li> </ul> </li> </ul> | 15%        |
| <p><b>2. Oversee and give advice to the different forums on strategic HR issues</b></p> <ul style="list-style-type: none"> <li>• Present and communicate the HR strategy to relevant role players</li> <li>• Oversee, direct and monitor the development of the operational plan to ensure alignment with the HR strategy</li> <li>• Research human capital management strategies and prepare submissions to Executive Committee, Human Resources Remuneration Committee (HRRC) and Board of Directors' meetings for approval.</li> <li>• Advise and champion Employee Relations management throughout the organisation</li> <li>• Improve and maintain Employer Brand through well researched Employee Value Propositions</li> <li>• Involve the Organised Labour representative on issues related to salaries and advise on other strategic related matters.</li> </ul>                                                                                                                                                                                                                                                                       | 10%        |
| <p><b>3. Develop and manage implementation of Talent Management Strategies</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 15%        |

| MAIN OUTPUTS AND RESPONSIBILITIES FOR THIS POSITION – <i>(Please provide a short description under each heading/output)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | TIME SPENT |
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| <ul style="list-style-type: none"> <li>• Formulate and introduce appropriate talent management strategies and programmes for development and career advancement to make the most effective use of the Company's talent pool</li> <li>• Oversee the development, implementation and maintenance of integrated HRD strategies</li> <li>• Design and implement competency frameworks for different levels of work and appropriate intervention development programmes</li> <li>• Facilitate regular assessment of the organisation's critical skills requirements, competency gaps and skills audit processes.</li> <li>• Monitor the Executives on annual HRD and OD deliverables</li> <li>• Manage the development of a sound leadership and managerial talent pool and a sustainable pipeline</li> <li>• Manage the administration of the employee study assistance programme for part-time studies</li> <li>• Monitor compliance with all relevant legislations e.g. EEA, BCEA, Skills Development Act, Skills Levies Act, Labour Relations Act, etc</li> </ul>                                                                    |            |
| <p><b>4. Develop and Implement Performance Management and Improvement Systems</b></p> <ul style="list-style-type: none"> <li>• Develop and oversee the implementation of an Integrated Performance Management Framework and provide guidance therein</li> <li>• Align business strategies with performance deliverables</li> <li>• Implement coaching, mentoring and induction facilities to manage the evaluation and performance outcomes</li> <li>• Monitor and assess employees' contributions towards achievement of the company's objectives and identify performance gaps as per the Company policy.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 10%        |
| <p><b>5. Manage Organisational Design and Development Initiatives</b></p> <ul style="list-style-type: none"> <li>• Direct and manage a Company-wide process of organisation design and development to address efficiency and effectiveness for organisational improvement</li> <li>• Work with leadership to develop and maintain an aligned organisational structure, succession planning, management review process and talent management.</li> <li>• Determine processes that attend to organisational risk mitigation strategies such as succession planning, secondment, appropriate deployment of skills and capacity, human resources development, organization design and change management.</li> <li>• Provide leadership on job design and competency profiling</li> <li>• Manage the implementation of Human Resources Development strategies</li> <li>• Manage the improvement of organisational performance and oversee the establishment and management of : <ul style="list-style-type: none"> <li>▪ Inculcate a culture of performance through a Performance Management framework and system</li> </ul> </li> </ul> | 10%        |

| MAIN OUTPUTS AND RESPONSIBILITIES FOR THIS POSITION – <i>(Please provide a short description under each heading/output)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | TIME SPENT |
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| <ul style="list-style-type: none"> <li>▪ Succession strategy and Career path strategy</li> <li>▪ Monitoring compliance to applicable Human Resources Legislation e.g. EE Act, SD Act and Skills Levies Act</li> <li>▪ Talent management initiatives across the organisation to institutionalise competency based talent management practices</li> <li>▪ Develop the succession plan and retention strategy</li> <li>▪ Designing, mapping and monitoring career path frameworks across the organisation</li> <li>▪ Developing and mentoring and coaching programmes and Oversee the implementation thereof</li> <li>▪ Oversee the institution of Knowledge Management</li> <li>▪ Oversee the management of the Employee Study Assistant Programme, Employee Wellbeing Services.</li> <li>▪ In liaison with Executive Management, ensure the living of the espoused BBI culture and value system</li> </ul> <ul style="list-style-type: none"> <li>• Facilitate a process of organizational planning that determines the alignment of the company structure to corporate strategy, job design and human capital requirements forecasting for optimisation of human resources</li> <li>• Monitor the assimilation of organisation culture to support the attainment of the company goals and promote employee satisfaction</li> <li>• Lead organisational change initiatives for development of desired organisational culture based on the established value system and Company tenants</li> <li>• Manage Employment Equity planning, governance structure development, implementation and reporting for total compliance with the Department of Labour requirements</li> </ul> |            |
| <p><b>6. Manage Talent Sourcing</b></p> <ul style="list-style-type: none"> <li>• Establish and lead the standard recruiting and selection policies, practices and procedures necessary to recruit and hire the right people</li> <li>• Establish strategies of attracting, developing and retaining best calibre of staff by formulating and implementing :</li> <li>• Approve and monitor adherence to appropriate job profile content, advertisements and appointment documentation.</li> <li>• Ensure Executive information is safeguarded in a confidential and secure record keeping environment</li> <li>• Design and deliver the induction programmes</li> <li>• Ensure the application of competency based recruitment and selection techniques</li> <li>• Identify suitable competency assessment tools to measure potential and determine suitability when appointing.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 10%        |

| MAIN OUTPUTS AND RESPONSIBILITIES FOR THIS POSITION – <i>(Please provide a short description under each heading/output)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | TIME SPENT |
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| <p><b>7. Develop and Implement Remuneration, Compensation, Retention and Benefit Strategies</b></p> <ul style="list-style-type: none"> <li>• Develop retention and attraction strategies through benchmarking of incentives derived from other organisations' inputs in the industry</li> <li>• Establish the Company salary structure, pay policies and provide guidance on the variable pay system within the Company including bonuses and salary increases</li> <li>• Lead competitive market research to establish pay practices and pay rates to recruit and retain critical and superior staff</li> <li>• Monitor pay practices and systems for effectiveness and cost containment</li> <li>• Ensure participation in a minimum of one salary survey per year</li> <li>• Obtain cost effective, employee serving benefits, and monitors national benefits environment for options and cost savings</li> <li>• Identify changes in benefits offered, especially new benefits aimed at employee satisfaction and retention</li> <li>• Prepare proposals for the annual salary negotiations, anticipated date of salary reviews, and performance bonuses for the HRRC and Board approval.</li> </ul> | 10%        |
| <p><b>8. Employee Relations Management</b></p> <ul style="list-style-type: none"> <li>• Determine and recommend employee relations practices to establish a positive employer-employee relationship and promote a high level of employee morale and motivation</li> <li>• Formulate and recommend Human Resources policies and objectives for the Company to guide management to deploy fair and legal people management practices.</li> <li>• Monitor empowerment of managers and supervisors in the application of progressive discipline system of the company</li> <li>• Monitor the implementation of a performance improvement process with non-performing employees</li> <li>• Review employee appeals through the company complaint procedure</li> <li>• Establish and maintain healthy and constructive relationships with employee representative unions.</li> </ul>                                                                                                                                                                                                                                                                                                                           | 10%        |
| <p><b>9. Financial Management</b></p> <ul style="list-style-type: none"> <li>• Develop and manage the budget for the Human Resources Department</li> <li>• Ensure compliance to PFMA ,Treasury Regulations and procurement and supply chain management processes</li> <li>• Provide intelligence from audit and risk in line with the PFMA and Treasury regulations</li> <li>• Review the budget</li> <li>• Manage the labour cost</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 10%        |

| MAIN OUTPUTS AND RESPONSIBILITIES FOR THIS POSITION – <i>(Please provide a short description under each heading/output)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | TIME SPENT  |
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| <p><b>10. Lead and Manage the HR Team</b></p> <ul style="list-style-type: none"> <li>• Ensure that the Human Resource Department is adequately resourced according to the Human Resource Structure</li> <li>• Review subordinates' performance management contracts and ensure reviews take place on a six months basis</li> <li>• Establish subordinates training needs and Personal Development Plans for career development</li> <li>• Provide coaching and mentoring to ensure career growth</li> <li>• Create succession plans for direct reports</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 10%         |
| <p><b>11. Stakeholder and Service Provider Management</b></p> <ul style="list-style-type: none"> <li>• <b>Line Management Empowerment</b> to build internal capacity for best people management practices and appropriate organisational value system.</li> <li>• <b>Organised Labour</b> - oversee the maintenance of harmonious and constructive relations in order to develop a strategic partnership with the recognised Union.</li> <li>• <b>MICTSETA</b> – Explore possibilities of access to grants for Leadership and technical skills development.</li> <li>• <b>ICASA</b> – Engage Board/Council as well as Executives on developments with regard to regulatory imperatives and lobbying for positive perspective regarding Broadband Infraco.</li> <li>• <b>Telecommunications Portfolio Committee</b> – Liaising with portfolio members in respect of Broadband Infraco and related policy directives.</li> <li>• Update the Portfolio Committee and seek counsel at national level.</li> <li>• <b>USASA</b> – Support participation in the e-Skills project by exploring plans in respect of available funding broadband roll out and commensurate skills development.</li> <li>• <b>State Owned Entities</b> – Engage other state owned entities at executive level regarding collaborations on engineering skills and skills development strategies.</li> </ul> | 5%          |
| <b>TOTAL</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>100%</b> |

### 3. JOB EVALUATION CRITERIA

| A) KNOWLEDGE AND SKILLS              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| FORMAL EDUCATION                     | <ul style="list-style-type: none"><li>• B. Comm in Human Resources or equivalent, Post Graduate qualification in Human Resources is an advantage</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| TECHNICAL/<br>LEGAL<br>CERTIFICATION | <ul style="list-style-type: none"><li>• n/a</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| EXPERIENCE                           | <ul style="list-style-type: none"><li>• Minimum ten (10) years of progressive leadership experience in Human Resources positions</li><li>• Five years of experience on Senior Management level</li><li>• Specialized training in employment law, compensation, organizational planning, organisational development, employee relations, training and preventative labour relations is preferred.</li><li>• The ability to interpret relevant legislation and prescripts, with accountability to the DOL</li><li>• Active affiliation with appropriate Human Resources networks and organizations.</li><li>• Possess a diversified HR practice and experience with in-depth understanding of all aspects of work</li><li>• Demonstrate ability to lead and develop Human Resources staff members</li><li>• Demonstrate ability to serve as a successful participant on the executive management team that provides company leadership and direction</li></ul> |

#### 4. COMPETENCIES

| COMPETENCIES                                                                                                                                                                                                             |                                     |                                         |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-----------------------------------------|
| KNOWLEDGE                                                                                                                                                                                                                | SKILLS                              | ATTITUDES                               |
| Human Resources Best Practice, Policies and Procedures (Change Management, HR Management, Performance Management, Compensation & Benefits, Transformation, Diversity, Leadership, Skills Development, HR Administration) | Strategic Capability and Leadership | Shared values                           |
| Applicable HR Legislation                                                                                                                                                                                                | People Management and Empowerment   | Ability to motivate others              |
| Financial Principles                                                                                                                                                                                                     | Reporting                           | Strategic Thinking                      |
| South African Labour Law                                                                                                                                                                                                 | Change Management                   | Accountability                          |
| Business Ethics & Processes                                                                                                                                                                                              | Communication                       | Honesty and integrity                   |
| Conflict Resolution                                                                                                                                                                                                      | Planning                            | Client Orientation and Customer Focused |
| HR Policies and Procedures                                                                                                                                                                                               | Problem Solving and Analytical      | Analytical                              |
|                                                                                                                                                                                                                          | Creativity and Innovation           |                                         |
|                                                                                                                                                                                                                          | Knowledge Management                |                                         |
|                                                                                                                                                                                                                          | Systems Thinking                    |                                         |
|                                                                                                                                                                                                                          | Time Management                     |                                         |
|                                                                                                                                                                                                                          | Negotiation Skills                  |                                         |
|                                                                                                                                                                                                                          | Interpersonal Skills                |                                         |
|                                                                                                                                                                                                                          | Presentation                        |                                         |

#### 5. OTHER SPECIAL REQUIREMENTS

|                                                       |
|-------------------------------------------------------|
| <ul style="list-style-type: none"> <li>N/A</li> </ul> |
|-------------------------------------------------------|

## B) DECISION MAKING

What are the most regular and complex challenges in the job? Please provide a couple of examples of regular problems that need to be resolved and not ad hoc scenarios or cases. Also indicate how these problems or challenges will be resolved.

Please name the resources utilised by the jobholder to solve problems or make decisions, e.g. the internet, manuals, policies, procedures, external resources, etc.

- HR Strategy
- Legislation
- HR Policies and procedures
- HR Best Practice
- HR Systems
- Service Providers

Please provide the typical planning cycle of the job – macro as well as micro planning, e.g. macro – 3 – 5 years and micro – 1 year. Also provide examples to elaborate on the answer.

- Macro – development of 3 year HR Strategy
- Micro – annual operational plan, annual budget, attendance at the relevant meetings and HR forums, reporting

How long will it normally take before the impact of the judgement calls made by the jobholder will be felt in the business?

- Long term impact due to strategic nature of the position e.g. succession planning
- Medium term impact for implementation of the HR strategy e.g. performance management and recruitment

What type of practices, procedures, policies, systems or outputs does the jobholder influence or change in his/her role as a Professional/Technical consultant or specialist – operational, tactical or strategic? Please apply the 60/40 rule and provide examples to elaborate on the answer.

- Strategic: 80% (development of HR strategy)
- Tactical: 20% (development of policies, frameworks and programmes)

### **C) ACCOUNTABILITY**

What type of decisions can the jobholder take within his/her area of accountability and what type of decisions will typically be referred to the direct manager for sign off? Please provide a couple of examples of regular decisions/problem solving or judgement calls and not ad hoc scenarios or cases.

#### **Jobholder accountability**

- Implementation of HR strategy
- Management of departmental budget within delegation of authority
- Management of service providers
- Team performance / staff management

#### **Referral to Line Manager for approval**

- HR Strategy
- HR Policies
- Reports
- Budget outside delegation of authority

#### D) COMMUNICATION

Please provide examples on the context, range and complexity of subject matters being communicated by the jobholder as well as the context, format and process of communication used to reach the target audience. Please refer to both verbal and written communication.

*(Concentrate on issues that make the communication process complex, e.g. communicating information to an audience that is not familiar with the concepts and technology, communicating to an audience that has their own opinions and the subject matter is of such a nature that no single interpretation can definitely be shown to be correct and the jobholder has to persuade the audience under these circumstances of what he/she thinks the best practice is, etc.)*

- Verbal: presentations to and attendance at Exco and relevant HR committees / forums
- Written: HR strategy, budget, reports, presentations, emails
- Audience: Exco members, CEO, Board, service providers, all internal staff members

#### APPROVED BY DIRECT LINE MANAGER

Signature: \_\_\_\_\_



Date: \_\_30\_\_ / \_\_02\_\_ / 2024\_\_

#### APPROVED BY DIVISIONAL HEAD

Signature: \_\_\_\_\_



Date: \_\_30\_\_ / \_\_02\_\_ / 2024\_\_

#### CONFIRMED BY INCUMBENT

Signature: \_\_\_\_\_

Date: \_\_\_\_\_ / \_\_\_\_\_ / 20\_\_\_\_

**VALIDATED BY HR EXECUTIVE / MANAGER: OD, LEARNING & PERFORMANCE**

Signature: \_\_\_\_\_ Date: \_\_\_\_ / \_\_\_\_ / 20\_\_\_\_