

## Job Description

### VACANCY INFORMATION

Job Title	People & Culture Director	Line Manager Title	National Director East Asia Regional People and Culture Director (matrix line)
Grade Level	17	Department/Office	People & Culture

### CONTEXT

World Vision is a Christian relief, development and advocacy organization working to improve the quality of life of people, especially children who are marginalized and living in poverty. World Vision helps all who are in need, regardless of their religion, race, ethnicity or gender. As a child-focused organization, WV's work focuses on children, ensuring they are protected and their basic needs are met. World Vision Vietnam (WVV) has been funded from 13 support countries in Europe, Asia, the Americas and Australia. Funding of WVV consists of sponsorship program funding (70%) and Private Non-Sponsorship (PNS)/grants (30%). WVV employs about 400 staff, of which 99% are Vietnamese nationals.

WVV is operating in 14 provinces including Hanoi, Dien Bien, Hai Phong, Hung Yen, Quang Ninh, Thanh Hoa, Ha Tinh, Quang Binh, Quang Tri, Da Nang, Quang Nam, Quang Ngai, Ho Chi Minh, Dak Nong. WVV's Area Program (AP) usually focuses within one administrative district of a province which populated by ethnic minority people with high rates of poverty. A uniqueness of WVV's Development Program Approach (DPA) is that AP team members are based at district level where the AP is located, which enables them to work closely with government partners and communities on a daily basis. Beside the APs, WVV is also implementing different Special and Grant Projects to meet the specific needs of vulnerable children in both AP and non-AP areas.

### JOB PURPOSE

- Provide strategic leadership to World Vision International in Vietnam in the area of People & Culture (P&C), and Organizational Development by maximizing the potential of World Vision Vietnam's (WVV) human resources and optimizing organizational performance, sustaining the culture in line with Our Promise Mindsets and Behaviors and ensuring alignment to fulfil World Vision's strategy. Reporting to the National Director, the People and Culture Director will provide leadership in developing leadership capacity, furthering executive development of Senior Leadership Team and World Vision Vietnam staff.
- Lead and facilitate the development of a highly effective and strategic People and Culture function to ensure the organization has the right structure, culture and talent needed to deliver on its objectives. The position will play a key role in assessing internal and external environment in the workplace demands to ensure a proper change management and organizational culture approach, that considers national socio-political context, disasters, and lead actions on attracting and retaining qualified work force, new organizational initiatives towards efficiency and effectiveness and increasing need for higher levels of accountabilities to support new funding streams, including Grant and PNS Projects, and diverse programs, including emergency response.

## MAJOR RESPONSIBILITIES

% of time	Activity	End Results
20%	<p><b>PEOPLE AND CULTURE STRATEGIC LEADERSHIP</b></p> <ul style="list-style-type: none"> <li>• Advise and support the Leadership in their leadership and engagement on matters related to Human Resource Management and Organizational Development.</li> <li>• Strategic business partnering with the Leadership at all levels in creating a culture of transformational leadership.</li> <li>• Advise and support the Leadership on all aspects relating to Human Resource Management, Leadership &amp; Development and Organizational Development to create an enabling environment and increase people's productivity.</li> <li>• Collaborate with NO Senior Leadership Team (SLT) in setting up and management of performance accountability systems and HR balance scorecard in consultation with all relevant stakeholders.</li> <li>• People and Culture metrics monitored and reported for efficiency on talent acquisition, development, retention, performance management, employee engagement and organizational leadership – reflecting high standards of organisational performance</li> <li>• In consultation with the National Director ensure the ongoing evolution of HR policies, procedures and systems appropriate to the working needs of the organization, consistent to WVI Partnership P&amp;C standards, and the local legal context. Risks pertaining to P&amp;C area are minimized.</li> <li>• Facilitate the recruitment process of senior leadership positions by working closely with the National Director and Regional Leader.</li> <li>• Lead the development and implementation of People and Culture department strategy and business plan in support of and in alignment with Country, Regional strategy and priorities.</li> <li>• Provide leadership to development and implementation of organization wide communication and change management plan during transition.</li> </ul>	<ul style="list-style-type: none"> <li>• The Leadership is supported, advised and equipped on P&amp;C related matters.</li> <li>• P&amp;C strategy and metrics are in place to contribute to National Strategy</li> </ul>
15%	<p><b>TECHNICAL AND OPERATIONAL SUPPORT</b></p> <ul style="list-style-type: none"> <li>• Provide direction and guidance in all areas of P&amp;C such as Recruitment, Workforce Planning, Change &amp;</li> </ul>	<ul style="list-style-type: none"> <li>• P&amp;C operational functions are well-provided to departments and staff.</li> </ul>

	<p>Organizational Development, Total Rewards, Employee Relations, Staff Care, Performance Management, Talent Development &amp; Management, Retention, Succession Planning, among others.</p> <ul style="list-style-type: none"> <li>• Ensure HR system (Workday) is optimized to meet/advance People and Culture standards.</li> <li>• Work with Senior Leadership Team to identify, develop and nurture a robust talent bench of future leaders for succession planning.</li> <li>• Inspire continuous learning and improvement in P&amp;C practices, systems and tools that will enhance the efficiency and effectiveness the organization.</li> <li>• Develop and expand external networks and linkages with other International Non-governmental Organizations, Partners, People and Culture consulting groups, among others for collaboration, benchmarking and employer branding.</li> <li>• Develop strategic work force plan for the organization to deliver the country strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Workforce planning is produced, implemented and monitored.</li> <li>• Strategic partnerships are build and maintained.</li> </ul>
<p>15%</p>	<p><b>WORLD VISION'S MISSION, VISION, CORE VALUES</b></p> <p>Coordinate with relevant teams to ensure on-boarding materials cover WV core values and ethos and all employees understand and apply WV's Core Documents and approach to holistic ministry to their work</p> <ul style="list-style-type: none"> <li>• Support all leaders to create opportunities and environment for all employees to participate in corporate initiatives focused on WV's Mission, Vision and Core Values.</li> <li>• Facilitate opportunities for structured dialogue (regarding WV's Mission, Vision and Core Values and their application to our work) among all staff</li> <li>• Advise National Director on transformational development considerations, which may require SLT and leaders to model and promote WV's values, mind-sets and behaviors.</li> <li>• Advise National Director on locally appropriate practices pertaining to the application of faith to our work</li> <li>• Support People &amp; Culture to clearly articulate transformational development considerations in the various P&amp;C processes, practices and tools (ex.: job descriptions, screening, hiring, on-boarding,</li> </ul>	<p>All staff are equipped to follow, subscribe, and live out WV's mission, vision, core values in their work and life.</p>

	<p>performance management, training, talent development, etc.)</p>	
<p>15%</p>	<p><b>TALENT MANAGEMENT AND CAPACITY BUILDING</b></p> <ul style="list-style-type: none"> <li>• Lead the assessment, development and implementation of a capacity building (learning and development) plan based on People and Culture priorities and strategy.</li> <li>• Provide leadership to WVI Vietnam’s capacity building (learning and development) initiatives in alignment with the regional and national capacity building framework and strategy.</li> <li>• Build capacity of People &amp; Culture team to deliver quality ministry, including structure, people, funding, and systems.</li> <li>• In partnership with Senior Leadership Team and key stakeholders, ensure gap analysis from Talent Management point of view and provide direction to improve the quality of talent pipeline.</li> <li>• Well-designed recruitment policy, systems and processes to attract high potentials with the required mind-sets and behaviours.</li> <li>• Coordinate job rotation and relocation in consultation with line managers and relevant departments to enable professional growth and career development of staff.</li> <li>• Plan and implement the traineeship program so that there is always a bench strength in the organization to cater the growth as well as have capable and committed workforce for very remote and rural mountainous locations.</li> <li>• Succession plan, career development plan and talent review is developed and implemented, focusing on highly potential and committed staff.</li> <li>• Potential successors (secondliners) for key and critical positions and for future leadership identified and systematically nurtured.</li> <li>• Training/coaching programs and processes are designed and facilitated.</li> <li>• Develop future leaders and managers for the organization, leveraging the use of WVI resources including SLDP, RLDP, GLO, Management Essentials.</li> </ul>	<ul style="list-style-type: none"> <li>• The talent culture is cultivated and nurtured.</li> <li>• Talents are identified, developed and retained.</li> <li>• Leaders and staff are built capacity and maximized their potential.</li> <li>• Development programs are built, coordinated and implemented for appropriate staff.</li> </ul>

	<ul style="list-style-type: none"> <li>Standards, policies and guidelines for staff and leadership development including promotion are set in consultation with SLT</li> </ul>	
10%	<p><b>EMPLOYEE ENGAGEMENT AND STAFF WELL BEING</b></p> <ul style="list-style-type: none"> <li>Ensure appropriate Staff Care policies are in place to ensure well-being of staff.</li> <li>Lead annual Our Voice survey. Follow up actions to improve Our Voice results are developed and implemented in consultation with Senior Leadership Team and relevant managers.</li> <li>In consultation with the National Director, ensure that the Compensation &amp; Benefits are competitive (on par with other INGOs which are similar to WVV) to attract competent professional staff as well as retain committed staff.</li> <li>Undertake periodical salary surveys</li> <li>All the jobs are objectively and fairly evaluated and graded by HAY</li> </ul>	<ul style="list-style-type: none"> <li>Staff well-being is ensured through appropriate staff care policies and guidelines.</li> <li>Annual OVS process is facilitated well.</li> <li>Compensation and Benefits scheme are competitive and fair both externally and internally.</li> </ul>
15%	<p><b>ORGANIZATION CULTURE AND CHANGE</b></p> <ul style="list-style-type: none"> <li>Leadership development programs are in place that produce cultural alignment, build leadership skills and develop behaviors consistent with WVI values and expectations of leaders.</li> <li>Culture Management plans are in place across functions and are focused on Our Promise strategic mindsets and behaviors and capabilities.</li> <li>Organization Development initiatives reflect excellent change management principles to gain traction and make lasting organization-wide change.</li> <li>Ensure a strong performance culture, including reinforcement of the implementation of Partnering for Performance (P4P) approach. This includes recognition of good performers, and dealing with non-performers and other HR related issues in a timely manner.</li> <li>Ensure on-going performance and career conversations at all levels using partnering for performance mechanism.</li> <li>Leadership development programs are in place that produce cultural alignment, build leadership skills and develop behaviors consistent with WVI values and expectations of leaders.</li> </ul>	<ul style="list-style-type: none"> <li>Organization Development initiatives are planned and implemented which reflects organizational culture.</li> <li>Change Management are in place to make lasting organization-wide change.</li> <li>Performance culture is strengthened.</li> <li>Leadership development programs are in place.</li> </ul>

	<ul style="list-style-type: none"> <li>• Culture Management plans are in place across functions and are focused on Our Promise strategic mindsets and behaviors and capabilities.</li> <li>• Organization Development initiatives reflect excellent change management principles to gain traction and make lasting organization-wide change</li> </ul>	
10%	<p><b>QUALITY ASSURANCE/RISK MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>• Ensure staff compliance with Conflict of Interest policy, Safeguarding Policy and code of conduct.</li> <li>• Lead WVI Vietnam in creating risk mitigation implementation plan related to People &amp; Culture based on Regional Security and Risk guidelines and Internal Audit recommendations related to People &amp; Culture.</li> <li>• Lead, monitor and evaluate the progress of human resources management practices ensuring compliance with WVI partnership standards, policies and procedures and the Vietnam labour law.</li> <li>• Advise and support in addressing gaps/issues in People &amp; Culture practices as necessary and appropriate.</li> <li>• Ensure relations with the local labor agencies (DIPSERCO, SCEDFA, FOSCO), Insurance and other local partner agencies on Human Resource Management related issues are maintained and strengthened, and the legal compliance is ensured.</li> <li>• Ensure HR system (Workday) is optimized to meet and advance People and Culture standards.</li> <li>• Ensure effective implementation of Integrated Incident Management (IIM) and Employee Relations systems, ensures capacity within WVI Vietnam to manage incidents and follow through action plans and management decision.</li> <li>• Facilitate staff grievances and disciplinary processes in collaboration with line managers.</li> <li>• Liaise with WVI Legal department and local Legal Counsel on matters pertaining to any employee-employer relationship that will have legal ramifications to WVI</li> </ul>	<ul style="list-style-type: none"> <li>• All staff including P&amp;C team are adhering to WVI/WVV policies, standards and procedures.</li> <li>• Ensure monitored systems including Workday, IIM are optimized.</li> <li>• Employee Relations cases are resolved with compliance with Vietnam Law, WVI and WVV policies to mitigate risks as much as possible.</li> </ul>

**KNOWLEDGE/QUALIFICATIONS FOR THE ROLE**

Required Professional Experience

- At least 8 years of broad and deep experience in leading and managing Human Resource teams of large, global organizations.
- Preferably has experience in conducting Leadership Development Program, including coaching and mentoring using proven methodologies, eg. Situational leadership, servant leadership and Grow model and other methodologies in line with global HR practice

Required Education, training, license, registration, and certification	<ul style="list-style-type: none"> <li>Master of Business Administration, or Master in Human Resource Management &amp; Organizational Development.</li> </ul>				
Preferred Knowledge and Qualifications	<ul style="list-style-type: none"> <li>Strong capacity and demonstrated skill in setting a vision and developing strategies in the field of Human Resources</li> <li>Demonstrated track record of strategic human resource management, with a proven ability to lead Human Resources teams and drive transformational change in both organizational and HR strategies, policies, systems, processes.</li> <li>Demonstrated competency in developing systems, policies and guidelines to support people management and organizational effectiveness.</li> <li>Proven leadership and management skills in restricted context</li> <li>Has good knowledge and understanding of local labor laws on Compensation, Labor Relations/Standards, and Issuances.</li> <li>Has broad and deep working knowledge on recruitment, retention and separation of staff.</li> <li>Ability to champion the cause and concerns of the employees without compromising the values and resources of the organization.</li> <li>Ability and skills to build the capacity of individual staff, leaders and the organization to meet and exceed the competencies/capabilities required to achieve organizational goals and objectives</li> <li>Excellent communication, diplomacy, negotiation, influencing, and conflict mediation skills, with the ability to apply them effectively across diverse audiences</li> <li>Ability to travel across the country and abroad.</li> </ul>				
Travel and/or Work Environment Requirement	The position requires ability and willingness to travel domestically and internationally up to 30% of the time.	Physical Requirements	Satisfactory pre-employment medical report verified by medical doctors at licensed hospitals	Language Requirements	Vietnamese: Fully Fluent English: Proficiency

KEY WORKING RELATIONSHIPS		
Contact (within WV or outside WV)	Reason for contact	Frequency of contact
Senior Leadership Team members	Consultation on People and Culture related issues within their departments as well as strategic People and Culture issues	Biweekly
Zonal Program/ Technical Program/HEA/DRR/Grants Acquisition and Compliance Managers	Consultation and give advices on People and Culture matters within the zone	Weekly
Faith and Development Officer	Staff Spiritual Nurture	Weekly

Area Program Managers	Provide advices and coaching on strategic and sensitive People and Culture matters such as Partnering for Performance, Safeguarding, Grievances, Code of Conduct etc.	Weekly
Finance Department	Provide payroll updates	Monthly
Regional/GC People and Culture	People and Culture statistics report, consultation, seek for technical support	Quarterly or upon request
Other WV National Offices (People and Culture Directors)	Sharing resources and learn best practices	Monthly/Quarterly
Government Agencies including Social insurance/Department of Labor/Trade Union Agency	Compliance with the local laws on labor registration, compulsory insurances, and recruitment.	When needs arise
Other INGOs (HR Heads)	Cooperation within the HR Group (information and best practices sharing)	Quarterly

## DECISION MAKING

As defined by Levels of Authority and the WVI Vietnam Policies and Guidelines

**CORE COMPETENCIES** – For all positions, select the top 3 prioritized competencies from below. Click [here](#) for a quick overview of our Core Competencies.

- |  |   |   |  |
|--|---|---|--|
| <input type="checkbox"/> Be Safe and Resilient | <input checked="" type="checkbox"/> Build Relationships | <input type="checkbox"/> Learn and Develop    | <input type="checkbox"/> Partner and Collaborate   |
| <input type="checkbox"/> Deliver Results       | <input checked="" type="checkbox"/> Be Accountable      | <input type="checkbox"/> Improve and Innovate | <input checked="" type="checkbox"/> Embrace Change |

For Management positions only, select the top 2 prioritized competencies from below.

- |   |  |  |   |
|---|--|--|---|
| <input checked="" type="checkbox"/> Model Self-Management | <input type="checkbox"/> Engage, Influence, Lead and Grow Others | <input type="checkbox"/> Run an Effective and Agile Organisation | <input checked="" type="checkbox"/> Develop the Organisation for the Future |
|---|--|--|---|