

## General Manager – Learning & Growth at Equity Bank Kenya

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Company: JobWebKenya

Location: Kenya

Category: other-general

### Job Description

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Equity Bank Limited (The “Bank”) is incorporated, registered under the Kenyan Companies Act Cap and domiciled in Kenya. The address of the Bank’s registered office is 9th Floor, Equity Centre, P.O. Box – Nairobi. The Bank is licensed under the Kenya Banking Act (Chapter ), and continues to offer retail banking, microfinance and related services. The Bank has subsidiaries in Kenya, Uganda, South Sudan, Rwanda and Tanzania. Its shares are listed on the Nairobi Securities Exchange and Uganda Securities Exchange. Equity Bank was founded as Equity Building Society (EBS) in October and was originally a provider of mortgage financing for the majority of customers who fell into the low income population.

### JOB PURPOSE

Our purpose at Equity Group is transforming lives, giving dignity, and expanding opportunities for wealth creation. Consistent with our Critical Success Factor 1: ‘An organization culture that values people, enhances performance, and supports business’, this role is responsible for organizational development through the strategic learning agenda, addressing systemic and individual development of capabilities across the Equity Group, working in close collaboration with learning leads in all Group subsidiaries.

Reporting to the Associate Director – OD&E, Culture, & Change, the role holder will be primarily responsible for delivering an integrated learning and growth solution including the following: implementation of the Equity Group strategic learning framework, design, and delivery of innovative learning interventions, planning and execution of the annual training

calendars for Equity Group (HO) employees, and leading key group-wide learning initiatives in close collaboration with subsidiary learning leads.

## **KEY RESPONSIBILITIES**

### **LEARNING STRATEGY**

Collaborating closely with the Group OD&E lead, develop and implement the Equity Group strategic learning framework, including a robust learning plan, learning calendar, learning journeys and potential career maps for roles across the group.

Multiply learning delivery strategies embedding technology and entrenching the 70:20:10 model

Create and implement a learning policy for the Group.

Play a leading role in the building and deployment of Group competency frameworks and develop learning pathways as a key outcome.

Lead the creation of individual development plans (IDPs) and consolidate the outcomes to build both global and functional thematic learning priorities for the Group.

Conduct robust training needs analysis and augment content generated from the consolidation of IDPs.

Participate in strategic talent interventions including Talent Councils, Strategic Workforce Planning, Competency mapping, leadership assessments, Culture, and change interventions; and from these develop and publish a holistic picture of organizational learning needs.

Develop learning budgets and provide justification for each intervention.

### **LEARNING DELIVERY**

Implement the agreed and signed off organization training plan for Group (HO) employees

Oversee both group and individual learning programs across the Group, providing a consolidated view of learning across the group

Participate in the TDC (Talent Development Committee) deliberations and provide expert support to the TDC members

Source for learning providers, engage them and build a dynamic preferred supplier list

relevant to current and future learning needs, cutting across multiple business capability needs. Find room for synergy to deliver cost-effective learning.

Lead the development and implementation of the internal Subject Matter Expert (SME) driven learning programs covering multiple learning needs

In close collaboration with the AD – OD&E, develop and deliver a line manager toolkit set of learning interventions to be run in-house within the Line Manager Capability program.

Develop and disseminate internal communication covering the key people learning initiatives. Work closely with the communications team to deliver a timely communication concerning learning.

Leverage existing engagement tools (Teams, Microsoft Learning, PowerApps, Yammer) to drive peer learning, gamification, accreditations, badging systems, information gathering, e.t.c.

Structure and support knowledge sharing programs such as Lunch and Learn, intra-departmental and cross-functional learning initiatives.

Coordinate and manage learning initiatives arising from related interventions such as Culture Development, Employee Engagement, Performance Management, Total Rewards, Wellness,

Collaborate closely with functional trainers (SME) and consolidate training interventions, including tracking and reporting, training execution standards (i.e. quality of delivery, reference material, evaluation – Kirkpatrick model Level 1-4, annual refreshers, feedback, recognition of in-house trainers, ToTs, etc

### **NEW JOINER ON-BOARDING SUPPORT**

Participate in the design and regular review of the Group on-boarding guidelines covering new joiners, internal movers, internal moves, reintegrating employees, new line managers, and new leaders

Develop cohesive learning communication plans for employees undergoing onboarding; these must cover all mandatory organization-wide learning.

Support the development and management of the buddy system including identification and training of new buddies across the business.

In consultation with Group business leads co-develop and implement department specific induction programs as part of the overall on-boarding plan

Closely track and ensure complete execution of induction programs in the Group.

Gather internal feedback plus global insights to continuously improve the onboarding standards at Equity Group with a strong focus on new joiner learning journeys

Develop and communicate the annual calendar of activities covering all people initiatives within the Group Head Office and in alignment with subsidiaries. Manage group wide calendar of events

### **PERFORMANCE MANAGEMENT SUPPORT**

Conduct organization-wide training on the performance management framework, policy and procedures, tools and guidelines, performance management cycle and all related processes.

Ensure all line managers are inducted into critical people management capabilities within 3 months of appointment into a people management role.

Support the successful cascade and implementation of functional balanced scorecards, team and individual business objectives, individual development plans and key milestone conversations.

Consolidate performance related learning themes and include these in the learning plans for the subsequent performance year. Also, engage PIP document to glean out systemic capability issues and address these through learning.

### **TALENT MANAGEMENT & LEADERSHIP DEVELOPMENT**

Support HRBPs in the facilitation of Talent Councils particularly training of Talent Council members in the process and outputs.

Participate in the development of the employee engagement strategy, communication of the engagement calendar of activities, and delivery of all signature engagement activities

Participate in the administration of the employee engagement survey, collation of results, cascade of results and action planning.

Working in close coordination with the AD OD&E to design and deliver a compelling and

cost effective leadership development roadmap and deployment of the same.

Drive the embedment of the Equity Group leadership DNA through on-boarding and learning

Lead the development and deployment of leadership assessment tools for all levels of leadership across the organization to support hiring, learning, succession planning, culture development, and employee engagement.

Own and drive on the job learning through Talent brokerage, Job Swaps, Job Rotations, Attachments, secondments, cross-functional assignments, projects, etc

Collaborate closely with the AD OD&E to develop and deploy Group wide mentorship and coaching programs

Execute strategic learning agendas such as those related to the Graduate Management Trainee program.

## **LMS DEPLOYMENT AND MANAGEMENT**

On-board a robust on demand learning solution for all businesses as part of the overall learning strategy for the Group

Deploy and administer the Groups online learning management system

Regularly review the learning content for relevance and currency and continually source content in line with the Groups organization capability development agenda

Map learning journeys for all roles within the online LMS and track systematic delivery of the same

Generate leadership and line manager learning trackers and leverage the data to drive self-directed employee learning

Work closely with Line Managers to ensure effective prioritization of core business skills and completion of all scheduled learning.

## **REPORTING AND ANALYTICS**

Build and generate learning analytics and reports for management consumption and for tracking execution. The reports will include: learning uptake rates; total average learning

days per employee; cost of learning per employee;

Employ the Kirkpatrick model (L1 – L4) to measure learning outcomes and report on the same

Track all other off-calendar learning and report on the same

## **QUALIFICATIONS, PROFESSIONAL MEMBERSHIPS, EXPERIENCE, & ACCREDITATIONS, SKILLS & COMPETENCIES**

### **ACADEMIC QUALIFICATIONS**

Minimum undergraduate degree in a business related field/social sciences

Post graduate qualifications are preferred

### **PROFESSIONAL MEMBERSHIPS & ACCREDITATIONS**

Must be a Member of the IHRM, and be in good standing

Professional accreditation in HR, Learning, Talent, or OD from a recognized professional body i.e. SHRM, CIPD, AIHR, CHRM, Cornell, e.t.c.

### **WORK EXPERIENCE**

Minimum 10 years' progressive work experience in HR with a heavy bias in owning and leading learning in a large sized organization, at a management / senior management level.

Significant experience in developing learning strategies and aligning them to corporate strategy

Significant experience in developing learning budgets built on core business priorities

Experience in curating learning journeys, developing curriculums, and delivering some learning interventions

Experience in selecting, onboarding, and administering on-demand learning solutions, possessing a good current sense of LXPs

Experience in developing blended learning solutions

Experience in integrating talent interventions, performance management, and career planning into learning agendas

Experience in building and deploying leadership development programs

## **COMPETENCIES & SKILLS**

Excellent commercial orientation and business acumen

Excellent verbal and written communication and presentation skills

Strategic thinking and problem-solving

Excellent analytical and reporting skills

Strong persuasion and negotiation skills

Advanced stakeholder relationship management skills (internal and external customers, partners)

Drive for results and execution skills

Collaboration and team management skills

Strong Planning and Organizing skills

Excellent oral and written communication skills

Coaching and mentorship skills

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