

<b>JOB PROFILE</b> - <i>a pragmatic collection of info related a job or position.</i>		
<b>Title of position:</b> <i>Department: Title after levelling: Job</i> Senior Manager Remuneration	<b>Location of the job:</b> <i>(Department &amp; Division)</i> MTN SA, Human Resources	<b>Position Code:</b>
<b>Number of subordinates:</b>	<b>Level:</b> 3H	<b>Time span:</b> Up to 2 years
<b>Mission/ Core purpose of the Job:</b> <i>(Short description)</i> <ul style="list-style-type: none"> <li>To define Remuneration strategy, ensure implementation and alignment with group human resources strategy, policies, procedures and practices and overall business strategy. This includes translating the defined strategy into operation in order to ensure seamless and fully integrated service delivery to MTN SA.</li> </ul>		
<b>Context:</b> <i>(Global influences, environmental / industry demands, organisational mission, etc.)</i> <ul style="list-style-type: none"> <li>High levels of compliance to Group guidelines</li> <li>The provision of innovative solutions and service excellence</li> <li>Within the legal, regulatory and commercial environment of South Africa</li> </ul>		
<b>Key Performance Areas: Core, essential responsibilities / outputs of the position (KPA's)</b>		
<b>Task Complexity:</b> <i>Indicates those KPA's that are essential to the position itself. These are normally specific to the incumbent, the job, and the function. Excludes role and leadership / management.</i>		
<b>Strategic input</b> <ul style="list-style-type: none"> <li>Develop and implement the long-term Remuneration strategy supporting company business plans, employee retention, performance management and talent attraction and development program for MTN SA, ensuring alignment of all activities to the overall business strategy of the organisation</li> <li>Ensure that Remuneration strategies and processes are competitive, equitable, in line with Group guidelines and in compliance with laws and regulations</li> <li>Define Continuous Improvement strategies to ensure leading remuneration practice and the optimisation of HR Benefits operation</li> <li>Provide input into the overall business plan to ensure delivery to customers and to ensure competitiveness on all elements</li> <li>Contribute towards long-term forecasts and predictions (2-5 years), analysing trends and highlight areas of the business that may be developed further</li> <li>Provide input into reviewing organisational activities and assist in recommending corrective actions if necessary</li> </ul>		
<b>Operational planning</b> <ul style="list-style-type: none"> <li>Translate Remuneration strategy into operational implementation plans, and drive the execution thereof</li> <li>Align operational targets to business strategy</li> <li>Consider the long term (1-2 years) implications of actions on the viability of the business from a more broad perspective</li> </ul>		

- Consider the impact of solutions on other areas of the business, as well as the interdependency of units
- Drive best practice, continuous improvement and innovation at process and procedure level within the department
- Manage resources (people, finances and products), taking local conditions into consideration
- Conduct and assist in the relevant analysis of market knowledge, trends and competitive information, acquire relevant information to prepare / guide the development of guidelines, policies and procedures
- Conduct research and benchmarking exercises, performing gap analyses as appropriate
- Develop salary increase proposal including the salary increase schedules and ensure EXCO approval thereof
- Manage the end-to-end bonus calculation process

### **Process, policies, and guidelines development**

- Ensure successful localisation of Group remuneration policies and guidelines
- Develop processes and guidelines that ensure correlation between employee remuneration and to the performance management outcomes
- Drive the design of the end-to-end customer experience and control the quality / consistency of its implementation/ delivery across all HR operation units
- Ensure successful implementation and proactively drive performance improvement of the processes, policies and guidelines
- Continually monitor effectiveness and compliance with guidelines
- Manage and provide timely solutions for non-compliance issues
- Provide ad-hoc support and advise to HR Operations Managers by request
- Review and recommend synergies between the job evaluation and the reward and incentive strategies
- Manage the taxation processes

### **Definition of salary bands and compensation structures**

- Define salary bands that reflect the skill, experience, and employee equity differential within the company by:
  - Consult Recruiting and Organization Development to understand the competence profiles at different levels of the organisation
  - Design salary bands that reflect the SA telecom market and MTN's position on how it pays relative to the market
- Formulate compensation and benefit structure and policies
  - Develop compensation policies that support performance management systems that are in place
  - Monitor the performance of policies and proactively identify issues that may arise

### **Rewards and recognition**

- Develop sustainable rewards and recognitions system linking with performance management system
- Ensure that all rewards & recognition policies and procedures are implemented and maintained
- Ensure the accuracy and improve the efficiency of the rewards and recognition process by leveraging technology tools

### **Customer satisfaction and stakeholder relationships**

- Ensure ongoing reporting and communication to the business and to stakeholders
- Adopt a proactive approach to prevent problems from arising in the future
- Drive continuous improvement as an important element of service delivery
- Ensure customer needs and requirements are satisfied through appropriate systems / processes / procedures being in place in order to be able

to deliver successfully on customer specific strategies

- Establish sound relationships with all stakeholders and ensure effective delivery for retention and excellent customer service

### **Budget management**

- Forecast, plan, develop and review the Remuneration budget for the organisation
- Base annual budgets on the identification of trends and patterns within the current operations and extrapolate these over the next planning cycle, taking any known changes in services into consideration
- Identify areas where money is lost and seek ways to reduce expenditure
- Manage, communicate and optimise the budget, ensuring all expenditure is in line with the agreed budgets
- Monitor costs and determine initiatives to optimize resources. Ensure cost effectiveness by maximising cost/benefit ratios

### **Supervisory / Leadership / Managerial Complexity:** *Refers to the responsibilities for directing, guiding, motivating and influencing others*

- Manage the Remuneration team as appropriately
- Ensure that teams are optimally sized and staffed and manage and motivate performance
- Recruit, develop and retain people with outstanding skills, qualifications and potential
- Define the KPAs and KPIs to be cascaded through the department and clarify roles at various levels to match the level of expertise and results required by the business
- Agree on performance standards, evaluate, assess and track performance to ensure that targets are achieved
- Coach, guide and motivate subordinates
- Understand the need to train and develop staff to be able to use resources optimally and enhance performance
- Build employee relations and collaborative teamwork
- Deploy and redeploy resources to get the work done
- Ensure communication and fundamental understanding of strategy elements to all team members
- Establish business drivers for qualitative business incentive
- Have the self insight and flexibility to adapt to different situations
- Manage boundaries that separate units in order to optimise workflow
- Manage Employment Equity and diversity
- Display insight into leadership style and how it impacts on performance positively and negatively
- Communicate actively and effectively resolving any potential conflicts that may arise
- Build and enforce a customer centric approach
- Live the MTN Brand – change and influence employees behaviour

**Role Complexity:** *Does not refer to the various “roles” that the incumbent has to assume in the conducting of the duties. Instead, this would be additional complexity that should not be inherent in this position, but the incumbent has responsibility for. Example HR Managers having to manage an IT function.*

**Lateral Dimensions:** *These indicate the areas where the individuals could contribute uniquely in addition to the indicated duties, as well as how they could be affected by others or circumstances not necessarily under their control.*

**Creativities (improvement/innovation inherent)** *Indicates the potential for improvement and / or innovation inherent in a position.*

- Apply research in an optimal way to add as much value as possible to other areas of the business
- Constantly identify new and better ways of enhancing systems and processes, setting benchmarks which will roll out into other areas of the business
- Deploy and redeploy resources in the most effective way
- Encourage continuous service improvement
- Motivate staff through innovative interaction

**Vulnerabilities (control span)** *Refers to the latent difficulties, or things that could potentially go wrong that affect a specific position. Such vulnerabilities may / may not be under the control of the incumbent. Direct implication or first level of impact*

- Changes in labour relation acts
- Changes in South African regulatory environment
- Corporate governance regulating business risk
- Extensive decision matrix
- Inappropriate processes resulting in delayed service to the business
- Poor strategy elements
- Prescriptive regulatory environment impacting on solution development
- Working across functional silo's in the MTN organisation

**Collaboration:** *Refers to formal and informal relationships*

**Responsibility towards:** *who are they and what do they receive from the incumbent.*

- **Direct reports:**
- **Matrix reports:** none
- **Key customers:** all departments of the organisation, HR Operations
- **Key suppliers:** regulatory bodies, HR Operations, HR Administration, IS and Systems Development
- **Relations, etc.:** regulatory bodies, committees and forums

**Discretionary Space:** *The degree to which individuals are allowed to exercise independent thought and judgment.*

**Independent thought and Judgment:** *Relates to the decision-making constraints place upon a position or conversely, the degree of freedom in decision-making.*

- Budget compliance
- Dissemination of information
- Implement change on a discretionary basis as presented by the GM
- Implement efficiencies and effect of systems and processes
- Implementation of action plans and activities
- Objectives set for the department
- Resource allocation
- System, process and procedure fine-tuning / development to achieve business objectives
- Team motivation

**Authorities:**

As per delegation of authority

**Minimum Requirements** - *minimum necessary, and not the ideal / preferred should be included.*

**Education:**

- Bachelor of Commerce

**Experience:**

- At least 3- 5 years of Remuneration experience with exposure to national and international trends and strategy
- At least 2-3 years of leadership experience in similar positions, including handling reward related matters at executive level
- A strong background in human resources in consultative roles
- Experience in recommending changes in reward practices to EXCO, REMCO and / or the Board

**Training:**

- Systems training
- Computer training
- Project management
- Legislation and regulations
- Business intelligence and risk assessment

**Competencies**

**Knowledge:**

- Knowledge of cellular best practices
- Broad knowledge of the industry
- Understanding the regulated environment
- An understanding of the MTN business
- Commercial, legal and contractual knowledge
- Understanding of business finance, including budget management
- Strategy development
- Knowledge of markets, including market trends, and industry knowledge

**Skills / physical competencies:**

- People management and balanced leadership skills – the ability to hire the right people, get the best out of people, and make sound people management decisions
- Feedback skills
- Relationship skills – to build relationships to facilitate efficient workflow
- Coaching skills – to develop the team and staff
- Scanning skills – to search for new ideas, trends and principles
- Systems thinking – understanding the “big picture”
- Delegating skills
- Business acumen – an understanding of the business as a whole
- Negotiation skills
- Analytical skills
- Planning skills
- Conflict management skills
- Communication skills
- Influencing skills
- Time management, specifically the ability to prioritise
- People skills – creating and nurturing the tone of the internal culture
- Flexibility – the ability to adapt and change in the light of changing circumstances / new information
- Culture diversity management skills
- Stress management skills
- Risk management skills
- Presentation skills
- Ability to work with conflicting objectives
- Ability to work with deadlines in a deadline-driven environment
- Crisis management skills

**Behavioural qualities:**

- Assertive – being tough when necessary without fear or favour
- Courage and conviction – challenging the status quo and breaking down silo barriers to performance, and overcoming resistance to change
- Resilience – to repeatedly challenge despite setbacks and resistance
- Proactivity / initiative – to introduce ongoing changes to maximise productivity and influence the future
- Focused and priority driven – staying focused amidst the multiple demands and expectations
- Innovative
- Customer centricity
- Attention to detail
- Highly driven and motivated individual, with strong personal presence, integrity and resilience
- Decisive
- Action-oriented
- Diplomacy and tact
- Relationship builder – strong people focus
- Operate with integrity (high ethics)
- Pressure / stress tolerance
- Consultative
- Perseverance
- Team-orientation
- Ability to take initiative and work both in isolation and be a team player

**General working conditions (e.g. shift work, drivers license, specific tools, special clothing, environmental requirements, etc.)**

- Drivers licence with need for travel (local)
- Pressure to meet deadlines

**KPA Quality Standards**

- On-time delivery of Remuneration strategy and operational planning
- Successful implementation of Remuneration processes
- Solid correlation between Remuneration and performance management system
- Competitive remuneration package support employee attraction and employee retention
- Employee satisfaction
- Expenditure within budget
- Project initiated / completed
- MTN brand values

**Sign-off / Approval**

<b>Line Manager:</b>	<b>GE:</b>	<b>HR Manager:</b>
<b>Date:</b>	<b>Date:</b>	<b>Date:</b>