Director of Human Resources
Appointment Brief
July 2022
Introduction

DEAR PROSPECTIVE HR DIRECTORS,

At the Natural Resource Governance Institute (NRGI), our staff are the heart and mind of our organization. They are the source of our credibility, our profile and our impact. They are deeply committed to social justice, diverse in background and expertise, smart and sophisticated in their thinking and compassionate in their approach (plus they have a great sense of humor!). We have been incredibly fortunate to attract and retain a phenomenal global team spanning over 30 nationalities and speaking 11 languages. We now seek to take our human resources to new heights with the hire of a dynamic, inspired, and innovative HR Director.

This recruitment comes at a critical juncture for NRGI. We are thoughtfully and intentionally pivoting our strategy to ensure that we are relevant and responsive, and to meet the growing demand for our contributions. We seek to expand and complement our existing staff to ensure we are fit for purpose for our renewed vision. The world and the workplace have changed dramatically because of the pandemic, and we are eager to evolve accordingly. We are deeply committed to diversity, equity, and inclusion in both our mission and our internal workings and are taking that agenda forward concretely and collectively. An ambitious, forward thinking HR Director will have the chance to shape NRGI in ways that advance staff’s success and wellbeing, and help achieve a more just, equitable and sustainable world.

The role is challenging and unique. NRGI is at once a small organization - with a budget of $13m and just 80 staff around the world - yet, also with levels of complexity that accompany a truly global organization with staff across 20 countries. We must identify and attract lawyers, economists and governance specialists away from high paying and high-powered organizations through advanced recruiting and professional development techniques. We must understand and utilize the range of existing and potential talents of our staff. We must have an equitable approach to jurisdictions that vary widely in terms of market competitiveness and compliance requirements. We have foundations on which to build, but overcoming these challenges will require persistence, passion and creativity.

We welcome your interest, your ideas and your questions. We seek together to ensure NRGI is truly a great place to work, and achieves truly great work.

We look forwarding to meeting you!

Best,

Suneeta Kaimal
President and CEO
Who we are

OUR VISION

For the one billion people living in poverty in resource-rich countries, the oil, gas and mining sectors have largely failed to deliver on the promise of better quality of life. Instead of fact-based public debate, populist promises dominate many political systems. Corruption and state capture have spread, and democracy is under threat. Those who demand accountability face harassment and violence. Energy heavyweights use resource wealth to assert their interests abroad and domestic elites unduly influence policy and regulatory regimes for their private benefit. The climate crisis looms large and the transition to green energy risks replicating governance misdeeds in the sector. Unless governance improves, half of the world’s poor will live in resource-rich countries by 2030, doubling the share of three decades ago.

OUR MISSION

The Natural Resource Governance Institute (NRGI)’s mission is to secure a future where countries rich in oil, gas and minerals achieve sustainable, inclusive development - one where people receive lasting benefits from extractives, and the negative impacts associated with the sector are minimized. This is a long-term challenge, so we are passionately perseverant in our efforts. We are cautiously optimistic, noting progress in a few countries and some governance initiatives bearing fruit, suggesting that positive change is possible. For over a decade, we have worked to lift countries out of poverty by contributing evidence-based knowledge, building capacities and alliances, and seizing opportunities during moments of political openness. The gains made and the partnerships we have formed sustain and inspire us. The lessons we have learned and the powerful disincentives for reform we confront are both sobering and energizing. Our 2020 to 2025 strategy reflects our learning and the shifts required to take our work to the next level.

Looking ahead, NRGI will continue its role as an independent, global policy analysis and advocacy institute that works collaboratively to
generate and translate knowledge into policy reform in resource-rich countries. We share good practice, captured in the Natural Resource Charter as an intellectual framework, through analysis of the evidence and contextually relevant tools and approaches. We strengthen local accountability actors, with an emphasis on civil society, to hold governments accountable and to contribute to policy reform by building their technical capacities and enabling access to key decision makers and influencers. We support reform-minded policy makers by providing credible analysis and evidence to make informed decisions in the best interests of current and future generations. We reinforce our work to build domestic capacity for change by targeting regional and global influencers.

We will invest in areas where we have particular comparative advantage and competencies within two major aspects of the decision chain. In our work to ensure that citizens can get a good deal from their countries’ extractive industries we will continue to promote fair and transparent licensing and fiscal frameworks. Our mission has expanded to encompass a sustainable and inclusive lens for development. This challenges us to consider more carefully who benefits and who loses in the context of the natural resource governance agenda. We will engage selectively on mitigating the negative social and environmental impacts of extraction where we can deploy our skills to add value. We will also bring our analytical and economic modelling skills to bear on the question of how to increase economic benefits in other sectors linked to the extractives.
The Natural Resource Governance Institute receives contributions and grants from foundations, governments and international financial institutions. NRGI’s staff are extremely grateful for the generous support of past and present donor partners.

NRGI’s donors include philanthropic foundations such as the Ford Foundation, Luminate and the William & Flora Hewlett Foundation; public sector donors including the governments of Germany, Norway, Switzerland, the United Kingdom and the United States, and multilateral institutions such as the World Bank, United Nations Democracy Fund and the Open Government Partnership, as well as the University of California, Berkeley.

NRGI takes seriously its commitment to transparency and so it discloses financial information beyond what is traditionally made available in annual financial statements and U.S. Internal Revenue Service tax forms. With support from and in consultation with donor partners and its governing board, NRGI publishes information for contributions and grants of $100,000 or more. In total, these account for more than 90 percent of NRGI’s annual contributions.

In parallel, NRGI is compliant with the IATI standard. NRGI received a five-star rating from Transparify in 2018, reflecting transparency in public disclosure of funding.

Further information can be found here.
Role description

DIRECTOR OF HUMAN RESOURCES

Location:
London, United Kingdom, or
New York City, United States

Salary:
£85,000 (UK) or $140,000 (US)

Reporting to:
Chief Financial and Administration Officer

Direct Reports:
International HR Manager
HR Officer
Finance and Administration Associate

Purpose:
The Director of HR is NRGI’s in house expert in People Management and plays a hands on critical role in ensuring that our international team of staff are managed according to good practice in HR Management and in line with NRGI’s values. S/he is responsible for ensuring that NRGI is resourced with appropriate numbers of competent and well-motivated staff to achieve strategic objectives; and that those staff are managed in a manner that engages them effectively and attends to their wellbeing. This involves leading from the front, the development and implementation of a far-reaching people management strategy covering resource planning, recruitment, retention, learning and development, performance management, rewards and remuneration, health, safety and security. In addition, developing effective and user-friendly HR management policies, procedures and systems that will enable the organization to comply with local legislation and international good practice.
## Major responsibilities

### 1. STRATEGY DEVELOPMENT

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<tr>
<th>Work collaboratively with the CFAO and broader Support Services team to develop a HR Strategy that will effectively contribute towards achievement of NRGI’s 2020-2025 strategy as well as driving staff engagement and high performance.</th>
<th>Conduct a needs analysis to determine the strategic people-resourcing requirements of NRGI’s programs and departments; in particular, identifying critical organizational competency requirements.</th>
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<td>Facilitate NRGI’s Senior Management in developing a comprehensive people management strategy that responds effectively to the issues raised, including but not limited to: • Ensuring that the organization is equipped with sufficient talent to achieve the 2020-25 strategic plan. • Reviewing and adapting organization structure so that it supports effective working (reporting relationships and accountability mechanisms). • Supporting and facilitating any change management processes that are required to transition staff for effective achievement of strategic and tactical goals.</td>
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<td>Work together with NRGI’s senior management to develop an empowering organization climate that will lead to the engagement and motivation of staff; be a champion of NRGI’s values to the wider organization.</td>
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<td>Liaise with the CFAO and the Finance Controller to develop and manage the budgets associated with NRGI’s employment of staff; includes Payroll and Learning and Development budgets as well as the budget for implementation of the HR Department Annual Plan.</td>
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# 2. SYSTEMS DEVELOPMENT & IMPLEMENTATION

Develop policies, systems and procedures that will support effective people management for NRGI worldwide; monitor and support effective implementation world-wide.

Working with our legal team, you will regularly be involved in the reviewing and updating of NRGI’s HR policies and procedures to ensure alignment with updates (worldwide), ever-changing international understanding of good practice, as well as NRGI’s organizational values.

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<th>Ensure that systems, records and routines for all key HR functions are in place and that good practice is implemented globally, including but not limited to:</th>
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<td>• Succession planning and career development to ensure business continuity.</td>
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<td>• Recruitment and induction processes which ensure good job-person fit.</td>
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<td>• Performance management processes which support and motivate effective achievement of critical goals/outcomes.</td>
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<td>• Learning and Development (L&amp; D) programs which support continuous growth and performance enhancement of the staff (including fellowship and internship programs).</td>
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<td>• Robust rewards and remuneration philosophy and strategy that will enhance motivation, retention and competition in the labor market.</td>
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<td>• Mechanisms to support employee wellbeing, consultation and feedback.</td>
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<td>• Processes to support compassionate and compliant exit of staff who are leaving the organization (including in the event of a need to dismiss).</td>
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<td>• HR records that demonstrate compliance with all legal and policy requirements worldwide.</td>
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Ensure the provision of training, briefings, internal communications and coaching to support NRGI’s staff and management in implementing policies, systems and procedures in accordance with good practice.

Ensure the most efficient and robust usage of all of NRGI’s HR systems such as the Applicant Tracking System (JazzHR), HRIS system (Namely), Financial Management (Netsuite).
### 3. LEARNING, DEVELOPMENT & PERFORMANCE MANAGEMENT

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<th>Ensure the development and implementation of an organization-wide Performance Management strategy that will result in NRGI staff being equipped for full performance in both current and future roles.</th>
<th>Coordinate the HR resources to ensure that staff are provided with clarity of expectations (e.g. through a combination of job descriptions, performance contracts, codes of conduct, induction, mentoring); ensure effective linkage with organization-level results measurement frameworks.</th>
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<td>Ensure that leadership development mechanisms are in place, (including gathering feedback on leadership style, coordinating coaching/mentoring to support improvement and providing learning and development opportunities).</td>
<td>Develop and support implementation of an effective performance review and feedback process; ensuring that both the process, and the way in which it is implemented by management, results in increased staff motivation and continuous improvement.</td>
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<td>Give particular attention to ensuring that leadership development mechanisms are in place, (including gathering feedback on leadership style, coordinating coaching/mentoring to support improvement and providing learning and development opportunities).</td>
<td>Ensure that cost-effective and innovative strategies to meet staff L&amp;D needs are developed and implemented; including MEL frameworks and tools to continually enhance impact and value for money.</td>
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<td>Work with program and thematic directors to develop their own learning and career development plans, feeding the results into top level succession planning; ensure that similar services are provided to departmental/country program staff.</td>
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### 5. HR ADVISORY

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<td>Advise management concerning best practice in People Management; aiming to support the achievement of strategic goals and compliance with legal and statutory requirements.</td>
<td>Coordinate the production of diagnostics tools, analyze data and track key HR metrics in order to assess the quality of NRGI’s people management practice; identify opportunities for improvement and provide practical recommendations to management.</td>
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<td>Provide comprehensive HR advice and support to management (especially in case of grievance or disciplinary situations).</td>
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<td>In partnership with the CFAO and the team of Regional Finance and Administration Officers and through the International HR Manager, ensure the provision of comprehensive HR support to regional offices.</td>
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<td>Produce regular reports to Senior Management on HR matters, including analysis and reporting on key HR metrics; includes contributing HR elements for wider reports and Board information.</td>
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### 6. TEAM LEADERSHIP

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<td>Lead all of the staff and stakeholders who contribute to effective HR Management; empowering them to support NRGI’s staff effectively and comply with good practice in HR Management.</td>
<td>As a member of the Support Services leadership team, work collaboratively with colleagues to ensure a high level of well-integrated service by the department as a whole.</td>
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<td>Ensure that the team is resourced with the expertise necessary to deliver against the HR Department Annual Workplan; through a combination of recruitment and management of staff and procurement of consultants.</td>
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<td>Ensure that each team member (staff or consultant) is provided with clarity concerning goals and expectations of their personal role in achieving results, standards and behavior.</td>
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<td>Ensure the professional development of the HR department members: HR Officer, International HR Manager and Finance and Admin Associate.</td>
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<td>Plan and organize the work of the team to deliver high standards of service to internal and external customers in the most cost-effective and impactful manner possible.</td>
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<td>Ensure delivery of an engaging leadership style that motivates team members and results in high performance.</td>
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Person specification

EXPERIENCE

- Significant years’ experience in a busy HR department working for an international NGO.
- Technical knowledge with extensive experience in organization development, talent management, recruitment, performance management, employee engagement and motivation.
- Experience and proven ability to act as an HR Business Partner/Consultant at all levels of management and with external partners. Creative thinker and problem solver.
- Consummate professional in discretion, discernment, and confidentiality.
- Knowledge and practical skills in facilitation and implementation of workplace learning; understanding of good practice in adult learning.
- Experience of managing employee relations; including grievance and disciplinary (i.e. firsthand experience of conflict management).
- Good knowledge of employment laws internationally.
- Knowledge of an HR Information Management System.
- High attention to detail and follow-through with superior communication, writing, and presentation skills.
- Computer skills in MS Word, Excel, PowerPoint.
- Excellent skills in spoken and written English are essential; other languages, especially French are an advantage.

EDUCATION AND QUALIFICATIONS

- Degree level.
- Either Chartered membership of Chartered Institute of Personnel and Development or other certificating body or a master’s degree in Human Resource Management.
How to apply

Please forward a CV together with a supporting statement (maximum two pages of A4). Please ensure that you have included mobile, work and home telephone numbers, as well as any dates when you will not be available or might have difficulty with the recruitment timetable.

At Prospectus we believe passionately that a truly inclusive workplace leads to increased social impact. We are committed to supporting our clients build more inclusive teams. To understand how we are performing, we ask that you kindly complete the brief equal opportunities questionnaire when you submit your application via our website.

Please be assured that your responses are kept confidential, separate from your candidate record, are not part of any application you make, and that the consultants never see individual responses to the questionnaire.

Applications should be made via the Prospectus website at:
jobs.prospect-us.co.uk/jobs/details/HQ00181513

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RECRUITMENT TIMETABLE

**Deadline for applications:**
Wednesday 27 July

**Interviews with Prospectus:**
8-12 August

**Interviews with NRGI:**
Late August/September

**QUERIES**

If you wish to have an informal discussion about the opportunity, please contact our retained advisors Fiona Wansborough or Jamila Abubakar at Prospectus via e-mail or phone:

+44 207 691 1920
fiona.wansborough@prospect-us.co.uk
jamila.abubakar@prospect-us.co.uk