

MILLAR CAMERON

poa!  
Internet

# POA INTERNET DIRECTOR OF PEOPLE

PEOPLE . PASSION . PERSISTENCE







DIRECTOR OF PEOPLE  
POA INTERNET

## ABOUT POA INTERNET

*Poa Internet is a multiple award winning, Kenyan based Internet Service Provider at the forefront of providing internet connectivity into underserved communities throughout Africa.*

The business started 5 years ago in Kibera, Nairobi and has seen rapid growth making it already the 4th largest ISP in Kenya. Thanks to this ongoing success, exponential growth, and further investment, they now require a Director of People to ensure the values of the business become engrained into the organisation, as well as introducing structured systems and rigour into the People department, and developing an Employee Value Proposition for existing and future members of the business.

Ultimately, Poa's goal is to facilitate internet services into every home in Africa, and as such they have developed a proprietary platform that revolutionises internet delivery to provide reliable, pre-paid, home and public internet services at an incredibly affordable price.

At the heart of Poa lies their core values, CONNECT:

C reate a better world for the people we serve  
O pen our eyes to problems and opportunities  
N ever stop learning, never stop moving forward  
N ame it, own it, solve it  
E ngage with the big picture, even in the details  
C are about each other  
T uenjoy kazini (enjoy yourself at work)

As Poa continues to scale its Kenyan operations, their plans will increase the team from around 70 employees today, to over 500 within the next few years.

The Director of People is critical to reach this objective.





DIRECTOR OF PEOPLE  
POA INTERNET

THE ROLE: DIRECTOR OF PEOPLE

## MAIN RESPONSIBILITIES:

To establish Poa as the number one preferred employer of choice in Kenya.

Establish and build a pipeline of outstanding A-Player candidates.

To own all aspects of attracting, developing and retaining the best people.

Create EVP, organise and carry out recruiting campaigns, to develop a constant pipeline of new staff.

To promote culture and values within Poa, always striving for a valued, engaged and committed workforce.

To ensure performance management integrates employee skills & competencies and Poa values into the day to day.

To champion continuous training and development initiatives and ensure onboarding is carried out.



DIRECTOR OF PEOPLE  
POA INTERNET

TITLE:  
DIRECTOR OF PEOPLE

REPORTING TO:  
COO

LOCATION:  
NAIROBI, KENYA

TRAVEL:  
THIS IS A NAIROBI BASED ROLE  
WHICH MIGHT REQUIRE TRAVEL  
WITHIN KENYA AS THE  
ORGANISATION GROWS.

START DATE:  
IMMEDIATELY

THE ROLE: DIRECTOR OF PEOPLE

# DIMENSIONS OF THE ROLE:

*The Director of People will have the following responsibilities:*

- To ensure Poa becomes the number one preferred employer in Kenya with a robust pipeline of outstanding candidates to allow them to achieve this as they grow.
- To guarantee and promote culture and values within Poa, always striving for a valued, engaged and committed workforce.
- To create and maintain a comprehensive onboarding programme for all new Poa employees that outlines company expectations, inculcates Poa values, and sets employees up with the information they need to succeed.
- To develop a training and development programme that spans the employee life cycle to help employees achieve their potential and continuously grow.
- To add rigour and process into the People department, ensuring systems are in place to allow the business to continue growing.
- Complete an audit of all existing processes and documentation and ensure legal compliance for existing and former employees. Make improvements to systems and processes where required.
- To develop marketing collateral to be used in talent attraction campaigns.

- To regularly implement compensation and benefits analysis so the business remains competitive in the market.

*Key measures of success for this role*

- Poa attracts A players to support its growth trajectory.
- Poa staff Net Promoter Score (NPS) is one of the highest in the country, across any industry.
- Poa is a leader in quality documentation, structure and process for all aspects of people management, and operates in full compliance with legal, HR requirements.
- Poa culture is engrained, and people are living our values on a daily basis.
- The culture is contagious and is evidenced by high employee engagement.

# HOW TO APPLY

*To apply for this role, please ensure that you have the following skills and experience:*

- Senior experience building and operating a successful People function in a high growth, fast-moving business in East Africa.
- Must be able to give tangible examples of how you align with Poa values and culture. This is a mandatory requirement. If you do not believe or live Poa values, this role would be impossible to succeed at.
- Tangible experience in preparing an organisation for scale by creating strategies to support growth and systemise processes.
- Have built a People Brand for a company and turned the EVP from Pull, please come join us, to Push, please can we join you.
- Must have been involved in creating an aspirational environment that builds on a company's values and core DNA, translating this throughout an entire business.
- Owned all aspects of "People" and can clearly articulate what that means to a business.
- Owned the People budget of a company and can explain the dynamics of cost vs. outcomes in terms of compromises of building an ideal organisation.
- Have ideally built a People function beyond Kenya. Must have worked with multi-cultural leadership and understand the dynamics associated with introducing more cultures and geographies, combined with a good understanding of the Kenyan culture. Have the ability to demonstrate an international mindset.
- Have led a HR department that has operated across multiple geographies, ideally with field-based staff and understand the associated challenges.
- Have built systems and processes, and related documentation for all People related aspects of the business, providing clarity to employees, management, legal and investors.
- Owned Kenyan wide legal compliance regarding all aspects of human capital development nationally.
- Demonstrate high intelligence and have the confidence to create new ideas.
- Is open to new ideas, can push back and propose alternatives for execution.

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A small yellow and blue boat with an outboard motor is beached on a dark, sandy shore. The boat is positioned in the lower left of the frame. The background shows a calm sea with gentle waves under a clear, light blue sky. The overall mood is serene and professional.

WHO ARE MILLAR CAMERON

# FINDING THE PEOPLE WHO MAKE THE DIFFERENCE

## A SEAMLESS JOURNEY

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*Founded in 2007, Millar Cameron is a leadership recruitment and executive search consultancy that focuses on Africa and other emerging markets.*

Our goal is to provide client-centric, tailored executive search, recruitment and strategic advisory. Our international reach paired with local market knowledge enables us to provide our clients outstanding leaders who deliver consistent results, irrespective of geography.

We employ a rigorous research driven search process to identify the best fit for our clients, taking into account both hard and soft skill sets.

Our extensive experience yields a robust approach to market intelligence and a longstanding network of global relationships.



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*OXFORD*

*LONDON*

*KENYA*