

ANNEX 19 to HR Final Draft Report – August 2024

KWSC Job Description: Chief Human Resource Officer (CHRO)

Draft: 31 July 2024

Position: Chief Human Resource Officer (CHRO)

Reports to: Chief Executive Officer (CEO)

Subordinate line: HR Policy and Organizational Development (OD), Recruitment and Employee Mobility, Training, Performance Management, Employee Relations, HRMIS and Administration Teams, Gender Cell

Key Contacts: Chief Internal Auditor (CIA), Chief Financial Officer (CFO), Chief Commercial Officer (CCO), Chief Strategic Officer (CSO), Chief Security Officer, Cost Center Managers

Department name: Human Capital Management and Admin

Background:

The Karachi Joint Water Board, established in 1953, was the first entity responsible for expanding Karachi's water supply system from the Indus River. In 1981, the Karachi Water Management Board (KWMB) was formed, gaining authority over distribution and cost recovery. The KWMB transitioned into the Karachi Water and Sewerage Board (KWSB) in 1983, operating under the governance of the Sindh Government. In 1996, the KWSB was separated from the Karachi Metropolitan Corporation (KMC) and reconstituted with its own Act, along with an independent annual budget approved by the Government of Sindh. This evolution culminated in the implementation of the Karachi Water and Sewerage Corporation (KWSC) in 2023, establishing a new operational framework as outlined in the Karachi Water and Sewerage Corporation Act of 2023.

With a service area covering a population of 23 million, it is nearly unmanageable for a single centralized utility to be solely responsible for water supply, sewerage management, and service provision. To address the challenges of poor service provision, the KWSC intends to ensure that water service delivery is managed at the lowest appropriate governance level. Enacted under the Karachi Water and Sewerage Corporation (KWSC) Act 2023, the utility envisions corporatization and organizational reform activities and moves towards full corporatization and a performance-based utility. As KWSC navigates this reform trajectory, the Organization Development becomes instrumental in shaping a resilient, forward-looking organization capable of meeting the water and sewerage needs of Karachi with efficiency and innovation. This approach is inspired by success stories and good practices from other parts of the world.

Job Summary:

The Human Capital Management and Administration department (HCMA), headed by the CHRO, is comprised of the Office of the HR Policy and Organization Design, Recruitment and Employee Mobility, Training and Staff Development, Performance Management, Employee Relations and Welfare, HRMIS, Administration and Gender Cell. HCMA provides a diverse range of human resource management and administrative services to support the functioning of the entire utility. HCMA's top priority is to deliver efficient, well-planned and cost-effective human resources and administrative management services to support the operations of the KWSC at Headquarters and in the field. This is done in a fast changing

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environment and with the overall objective of achieving effectiveness and efficiency while aiming for continuous improvement. Given the level of services required from HCMA and the unpredictability of utility developments, HCMA exercises flexibility and manages change proactively taking into consideration best practices.

Under the direct supervision of the CEO, the Chief Human Resource Officer (CHRO) at KWSC will play a crucial role in the efficient performance of the Corporation's functions. The CHRO will oversee recruitment and other service matters of the employees, ensuring compliance with prescribed rules and the Board's determinations. Responsibilities include managing HR policies, recruitment, employee mobility, training, performance management, employee relations, HRMIS and administration, and gender inclusivity. The CHRO will provide strategic direction and leadership in human capital management to align HR functions with KWSC's goals. The CHRO will report directly to senior management, providing regular updates on HR performance, challenges, and strategic initiatives.

Key Responsibilities:

HR Policy and Organizational Development (OD)

- Develop and implement comprehensive HR policies that align with KWSC's strategic objectives and regulatory requirements.
- Lead organizational development initiatives to enhance organizational effectiveness, culture, and employee engagement.
- Conduct organizational assessments and recommend structural changes to improve operational efficiency and workforce alignment with strategic goals.

Recruitment and Employee Mobility

- Design and implement recruitment strategies to attract and retain a diverse and talented workforce.
- Oversee employee mobility programs, including internal promotions, transfers, and succession planning, to ensure effective workforce planning and development.
- Ensure the recruitment process is transparent, equitable, and aligned with KWSC's values and diversity goals.

Training and Development

- Develop and manage comprehensive training programs that address skill gaps and support career development.
- Implement leadership development initiatives and succession planning programs to build a robust leadership pipeline.
- Foster a culture of continuous learning and professional growth through various training and development opportunities.

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Performance Management

- Establish and maintain a performance management system that promotes accountability, recognition, and continuous improvement.
- Lead the implementation of performance reviews, feedback mechanisms, and career development discussions to align employee performance with KWSC's strategic objectives.
- Develop strategies for rewarding high performance and managing underperformance in a fair and consistent manner.

Employee Relations

- Develop and execute employee relations strategies to promote a positive, inclusive, and engaging work environment.
- Oversee conflict resolution, grievance management, and disciplinary processes to ensure fair and consistent treatment of all employees.
- Ensure compliance with labor laws and regulations, and build positive relationships with employee representatives and unions.

HRMIS Team

- Lead the HRMIS team in managing the Human Resources Management Information System to ensure accurate data management, reporting, and analytics.
- Oversee the integration of HRMIS with other digital tools to enhance HR service delivery and decision-making.
- Ensure the security, confidentiality, and integrity of HR data and systems.

Administration Team

- Oversee the Administration Team in managing administrative functions, including facilities management, office services, and general administrative support.
- Streamline administrative processes to improve efficiency and support organizational objectives.
- Ensure compliance with organizational policies and procedures in all administrative activities.

Gender Cell

- Lead the Gender Cell in developing and implementing policies and initiatives that promote gender equality and diversity within KWSC.
- Advocate for a safe and inclusive workplace free from discrimination and harassment.
- Monitor and report on gender diversity metrics and progress to foster a balanced and inclusive work environment.

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Qualifications:

Professional qualification:

- Bachelor's or Master's degree in Human Resources, Business Administration, Public Administration, or related field.
- Preferably holding a certification in Human Resource Management (e.g., SHRM, CIPD).

Professional experience:

- Minimum 12 years of experience in HR management, with at least 5 years in a senior HR leadership role.
- Functional knowledge of legal and institutional frameworks in HR management.
- Demonstrated experience of working in complex and challenging environments.

Skills:

- Strong interpersonal skills.
- Fluency in local language.
- Proficiency in writing, reading, and speaking English.
- Ability to identify priorities and manage time effectively.
- Strong planning and organizational skills.
- Excellent communication skills.
- Strategic planning and operational management skills.
- Demonstrated experience in project management.

Behavioral competencies:

- Leadership: Ability to lead and manage a team, driving performance and fostering a culture of accountability.
- Strategic Thinking: Strong capability to develop and implement strategic plans that align with organizational goals.
- Customer Focus: Commitment to providing high-quality service to employees and addressing their needs effectively.
- Adaptability: Ability to manage change and implement new processes and systems effectively.
- Problem Solving: Strong problem-solving and decision-making abilities.