

TOURISM PROMOTION SERVICES EASTEN AFRICA Plc. (TPSEA)

JOB DESCRIPTION

Job Title:

Talent and Development Manager

Reporting line:

Hotel General Manager

Directly Supervises:

None

Liaises with:

Head of Talent and Development; Unit P&C Managers; Head of Departments, Departmental Trainers, and external Talent and Development partners and institutions as required.

Job Purpose:

The Talent and Development Manager is responsible for leading, coordinating, and implementing training and talent development initiatives for the TPSR properties, specifically Kigali Serena Hotel and Lake Kivu Serena Hotel. The role reports directly to the Hotel General Manager and liaises closely with the Head of Talent and Development to ensure unit-level training priorities are aligned with Serena Hotels' group learning standards, leadership development frameworks, service excellence expectations, and long-term talent pipeline requirements.

1. MARKET LEADERSHIP

- Translate the People and Culture, Learning, and Capacity Building vision, mission, and objectives into regionally aligned learning and development strategies.
- Operationalize the P&C strategy on Talent Development, Leadership Development, and Performance Management across all properties in the region.
- Act as a culture and values ambassador, ensuring corporate core values are clearly understood and consistently embedded in behaviors at all levels.
- Partner with People and Culture Managers and Unit Managers to align talent development priorities and execution across all properties.
- Benchmark learning, leadership, and talent practices against international hospitality competitors to ensure market-leading capability standards.

- Establish and govern standardized learning repositories, including documented standards, competencies, SOPs, and role specifications accessible to all units.
- Lead and facilitate the development, review, standardization, and continuous improvement of SOPs in collaboration with operational leaders.

2. LEADERSHIP IN PRODUCT AND SERVICE

a) Training and Development Programs

- Design and deploy group-wide learning frameworks that translate brand promise and service standards into daily guest-facing behaviors.
- Support the rollout, governance, and continuous improvement of Serena Academy as the core learning platform.
- Design and oversee onboarding and orientation programs that ensure consistent cultural and service immersion for new hires.
- Conduct regional training needs analyses (TNA) and translate insights into targeted, department-specific learning solutions.
- Develop integrated curricula covering technical, operational, service excellence, digital, and soft skills.
- Implement learning interventions that directly improve operational efficiency, guest satisfaction, and service consistency.
- Deliver and govern Departmental Trainers (DTs) programs to build internal training capability across units.
- Support quality assurance initiatives through structured training, audits, and capability reinforcement.
- Ensure consistent SOP and procedures training for existing and new properties.
- Monitor execution of departmental training plans, ensuring accountability and follow-through.
- Coordinate technical skills development programs, including assessments, refreshers, and post-training evaluations.
- Govern the effective use of digital and e-learning platforms, ensuring adoption, completion, and impact.

- Coordinate outsourced learning initiatives including Leadership development Programs, refresher programs, industry competitions, and workshops.
- Manage partnerships with external learning providers, ensuring quality, relevance, and ROI.

b) Professional Development Programs

- Facilitate access to external learning opportunities, conferences, workshops, and hospitality forums.
- Promote and support professional certifications and credentials aligned to functional and leadership roles.
- Support structured mentorship and coaching programs to accelerate development of critical and high-potential talent.

c) Leadership Development

- Design and implement tiered leadership development programs for General Managers, Department Heads, Supervisors, and high-potential employees.
- Build leadership capability aligned to values-based leadership, inclusive leadership, and performance excellence.

d) Succession Planning

- Support the design and execution of career development pathways across functions and properties.
- Develop learning interventions that prepare employees for expanded roles and future leadership responsibilities.
 - Partner with P&C and leadership teams to implement succession plans for critical roles.
- Establish Individual Development Plans (IDPs) and structured career pathways to improve retention and internal mobility.
- Recommend strategies to identify, retain, and accelerate high-potential talent across the region.

e) Performance Management

- Support and strengthen the performance management framework through learning-enabled capability building.
- Champion a culture of continuous learning, inclusion, and psychological safety across diverse hotel teams.

- Support talent reviews and development interventions linked to performance outcomes and succession priorities.

f) Skill and Competency Assessments

- Conduct structured competency and skills assessments across functions and leadership levels.
- Develop and maintain competency frameworks aligned to brand, operational, and leadership expectations.
- Partner with Unit Managers to ensure targeted, role-relevant development interventions.

3. MANAGING, GROWING AND RETAINING MARKET SHARE

- Ensure learning operations comply with data protection, labor, and occupational health and safety regulations.
- Align learning priorities with commercial objectives, including sales effectiveness, upselling, cross-selling, and guest loyalty.
- Support units in continuously upgrading sales and service capability to drive revenue growth.
- Evaluate the effectiveness and ROI of training programs, using feedback, metrics, and performance data.
- Capture employee and leadership feedback to enhance learning relevance and delivery.
- Monitor hospitality and learning trends, introducing best practices and innovations into the regional learning strategy.
- Identify and implement learning technologies that enhance scalability, engagement, and effectiveness.

4. COST MANAGEMENT AND REVENUE IMPROVEMENT

- Operate within delegated authority levels and corporate governance frameworks.
- Implement cost-effective learning strategies without compromising quality.
- Maintain accurate records of learning activities, participation, and outcomes.
- Prepare management reports on training delivery, impact, and business outcomes.
- Optimize learning investment through blended learning models (digital, classroom, on-the-job).
- Reduce recruitment and onboarding costs by strengthening internal talent pipelines.
- Standardize learning content and vendor usage to achieve economies of scale.
- Support operational productivity by minimizing disruption during training delivery.

5. PEOPLE MANAGEMENT AND PRODUCTIVITY IMPROVEMENT

- Adhere to P&C policies, procedures, and ethical standards.
- Embed company core values within all learning and development activities.
- Ensure all roles have clearly defined job descriptions and competency expectations.
- Partner with P&C and leadership teams to foster engagement, retention, and positive workplace culture.
- Support units in building digital and technical capability to maximize system utilization.
- Demonstrate commitment to continuous professional development.
- Comply with workplace health, safety, fire, and emergency preparedness standards.
- Support employee wellness initiatives and contribute ideas that enhance wellbeing and productivity.

6. SUSTAINABILITY

- Support and participate in community outreach, conservation, and social responsibility initiatives.
- Embed sustainability, ESG, and responsible hospitality principles into learning and leadership programs.
- Promote a learning culture that balances commercial success with social and environmental stewardship.
- Actively support initiatives that reduce resource consumption and waste within learning operations.

MINIMUM QUALIFICATIONS:

- Bachelor's degree in Human Resource Management, Learning & Development, Organizational Development, Business Administration, Hospitality Management, or a related field.

EXPERIENCE REQUIRED:

- At least 4 years progressive experience in Learning & Development, Talent Development, or P&C in the hospitality context.

COMPETENCIES AND CORE VALUES

A) COMPETENCIES

- Ability to design and implement standardized learning and development programs.
- Capability to develop leadership pipelines, succession plans, and high-potential talent aligned to business strategy.

- Ability to align learning initiatives with commercial outcomes, guest experience, and operational performance.
- Instructional design, facilitation, and train-the-trainer program delivery.
- Training needs analysis and translating identified gaps into targeted development plans.
- Familiarity with digital learning platforms and learning management systems.
- Deep understanding of the hotel industry and its unique requirements.
- Excellent interpersonal skills.
- Ability to handle multiple tasks and prioritize effectively.
- Ability to work in a fast-paced, dynamic environment.
- Problem-solving skills
- Coaching skills

B) CORE VALUES

1. **Integrity** = (Uphold confidentiality and Respect, Be Non-Discriminatory, Be Ethical, Be Transparent – ***We are trusted organization build to last***)
2. **Teamwork** = (Encourage Open Communication and Active Participation, Treat everyone as if they were a customer, Seek and Offer Help, Encourage Knowledge-Sharing, Celebrate Success – ***Work must be fun***)
3. **Empowerment** = (Be Decisive, Take Initiative, Be Result Oriented, Resolve to Delight and Build Trust, Recognize and Reward Initiative – ***We are passionate about our people***)
4. **Professionalism** = (Deliver the Highest Standards of Product and Service, Be Knowledgeable and Helpful – ***We Keep our Word***)
5. **Innovation & Creativity** = (Emphasize on Quality, Embrace New Ideas and Seek Creative Solutions, Learn New Skills, Embrace Technology – ***We work towards Continuous Improvement***)
6. **Accountability** = (Care of Resources, Commitment to Excellence and Address Mistakes Promptly, Ownership, Compliance – ***We inspire excellence through personal responsibility***)
7. **Compassion** = (Listen carefully to understand, Be sensitive and tolerant to others, Acknowledge the Feelings of Others – ***We are Committed to Caring***)



SERENA HOTELS

SAFARI LODGES AND CAMPS
HOTELS • RESORTS

8. **Growth** = (Know Every Aspect of your Job, Focus on Accuracy, Aim Higher and be Consistent, Embrace continuous learning and Personal Development -***We cultivate a growth mindset by embracing change and continuous learning***)

How to Apply

Interested candidates should submit a cover letter and updated CV to

rwandajobs@serenahotels.com on or before 17th October 2026