

# JONELL HEFER

## Senior Human Resources Specialist | Talent & Performance Consultant | Leadership Coach

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Senior HR generalist and business partner with more than 35 years of human resources and managerial experience across government, manufacturing, security, telecommunications and consulting environments. Experienced at operational, management, board advisory and EXCO level, with a practical ability to translate business strategy into people systems that strengthen performance, accountability and organisational capability. Founder of an independent HR and coaching consultancy since 2012, combining strategic HR advisory, talent management, performance improvement, leadership development and coaching.

### CORE EXPERTISE

|                                             |                                              |                                                 |
|---------------------------------------------|----------------------------------------------|-------------------------------------------------|
| <b>HR Strategy &amp; Business Alignment</b> | Talent Management & Employee Lifecycle       | <b>Performance Management &amp; Improvement</b> |
| <b>A-Player / Topgrading Methodology</b>    | <b>Leadership &amp; Performance Coaching</b> | Job Analysis, Scorecards & Role Design          |
| Recruitment & Performance-Based Selection   | HR Audits, Risk & Compliance                 | Policies, Procedures & HR Governance            |
| Retention, Reward & Remuneration            | Workforce Planning & Forecasting             | Training & Leadership Development               |

### SELECTED CAREER HIGHLIGHTS

- Built an independent HR and coaching consultancy from a zero client base into a sustainable business through referrals, service excellence and specialist HR expertise.
- Turned around a well-known Human Capital Consulting business unit, increasing the retainer client base by 100% within six months while materially improving consultant capability and service quality.
- Successfully transformed people management across various businesses by implementing the A-Player methodology, reducing workplace drama, strengthening accountability, and shifting the focus toward measurable business outputs and performance.
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### PROFESSIONAL EXPERIENCE

#### Founder & Human Resources Specialist

**Optimal Talent Management** | April 2012 - Present | *Human Resources Consulting & Coaching*

Partner with leaders and organisations to strengthen people practices, leadership effectiveness and measurable business performance through practical, fit-for-purpose HR interventions.

- Advise on people strategy and align HR priorities with business goals, operating requirements and leadership expectations.
- Design and implement integrated talent management practices across the employee lifecycle - from job analysis, recruitment and onboarding through performance, development, retention, succession and exit.
- Build outcome-based job descriptions and performance scorecards focused on measurable results, accountability and role clarity.
- Implement performance improvement frameworks using Topgrading and A-Player methodology, including A/B/C talent differentiation, performance reviews and development actions.
- Conduct HR effectiveness, risk and document-compliance audits; identify gaps and provide practical recommendations and implementation support.
- Facilitate performance and leadership coaching to strengthen ownership, decision-making, solution-focused thinking, goal achievement and team alignment.
- Develop and review HR policies, procedures, remuneration and retention approaches, workforce plans and related people-management systems.
- Support recruitment and selection through performance-based interviewing, structured assessment and role-fit evaluation.

## EARLIER CAREER

### Product Specialist

**LabourNet** | September 2011 - March 2012 | *Human Resources Consulting*

- Conducted quarterly transformation and HR quality audits and monitored record and service quality across branches.
- Led quality assurance for retainer and ad hoc projects and produced monthly operational reports.
- Developed new products, services, standard operating procedures and manuals; reviewed existing offerings for continued relevance.
- Contributed to the development of the internal HR Academy and trained HR consultants.
- Conducted quarterly performance reviews and supported branch managers with consultant capability and critical-skills requirements.

### Business Manager - Human Capital Consulting

**LabourNet** | January 2010 - August 2011 | *Promoted from HR Consultant, August 2007 - December 2009*

- Managed the HR consulting business unit, including client service, team performance, business growth and operational delivery.
- Managed relationships and service delivery across a portfolio of 24 clients and served in an advisory capacity to client boards.
- Led strategic HR interventions, recruitment, staff development, motivation and monthly performance evaluation of consultants.
- Managed the business unit profit-and-loss account and approved payments within delegated authority.
- Contributed to product development and internal HR Academy development.

**Selected impact:** Took over a declining consulting unit and increased the retainer client base by 100% within six months while significantly improving consultant quality through intensive training and development. Awarded HR Consultant of the Year in 2008.

### Personnel Officer

**Coin Security Group (Pty) Ltd** | February 2004 - July 2007 | *Security Industry*

- Managed injury-on-duty administration for the group, with extensive application of COIDA requirements.
- Designed national reporting procedures for workplace injuries and performed documentation audits and quality checks.
- Managed existing and historical claims, prepared monthly status reporting and liaised with the Compensation Commissioner, medical providers, branches and injured employees.
- Facilitated training for employees and managers and assisted with general personnel matters.

**Selected impact:** Developed and implemented a national injury-on-duty reporting process and a COIDA refund process.

### Human Resources Consultant

**CyberBex (Pty) Ltd** | November 2000 - December 2003 | *Telecommunications Industry*

- Managed end-to-end recruitment and selection, appointment processes and induction programmes.
- Coordinated HR administration including UIF, PAYE, skills levies and leave, and supported conflict resolution.
- Managed selected financial responsibilities including creditors, debtors, reconciliations, operational budgeting and VAT submissions.
- Supported year-end audits, attended weekly EXCO meetings and compiled management reports and proposals.

### Personnel Officer

**Bull Brand Foods (Pty) Ltd** | December 1998 - October 2000 | *Food Manufacturing Industry*

- Supported a workforce of approximately 450 employees, including a significant contract-worker component.
- Managed recruitment, induction, skills training, job evaluations and appraisals, wage queries, employment-equity compliance support and injury-on-duty administration.
- Engaged with unions, conducted counselling and disciplinary hearings, carried out dismissals and assisted with CCMA arbitration matters.

## Human Resources Career Progression: HR Administrative Clerk to Acting HR Manager

**Compensation Commissioner** | December 1990 - November 1998 | *Government Sector*

- Progressed through increasingly senior HR roles, culminating in Acting Human Resources Manager responsibility for a workforce of more than 600 employees and supervision of four personnel clerks.
- Managed recruitment and appointments, probation, benefits administration, bursaries, leave, promotions, transfers, relocation, long-service recognition and resignations.
- Facilitated induction, disciplinary processes and employment-equity integration and reporting.
- Engaged with recognised unions and advised directors through Personnel Advisory Committee structures on promotions, merit evaluations and gainful employment matters.
- Represented the HR department at the Department of Labour on the Jobs for Africa project.

**Selected impact:** Received Merit Awards in 1992, 1994, 1995, 1996 and 1998; out-of-turn promotions in 1993 and 1997; and a Departmental Award in 1998.

## QUALIFICATIONS & PROFESSIONAL DEVELOPMENT

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|-----------------------------------------------------------------|---------------------------------------------|
| <b>Master of Divinity</b>                                       | International Veritas College - In progress |
| <b>Graduate Diploma (Honours Degree in Biblical Ministries)</b> | Veritas College - 2024                      |
| <b>Veritas Certificate IV</b>                                   | Veritas College - 2023                      |
| <b>Certified Life Coach</b>                                     | Results Coaching - 2013                     |
| <b>BTech: Human Resource Management</b>                         | UNISA - 2012                                |
| <b>National Diploma: Human Resource Management</b>              | Technikon of South Africa - 1996            |

## DIGITAL & SYSTEMS CAPABILITY

- Microsoft Office Suite: Word - Advanced; Excel - Intermediate; PowerPoint - Intermediate.
- HR and related systems exposure: Psiber HR, Direct Hire, VIP (limited) and Eco-Time Time & Attendance.

## LANGUAGES

Afrikaans - read, write and speak | English - read, write and speak

## ADDITIONAL INFORMATION

Driver's licence: Code 08

## PROFESSIONAL REFERENCES

Professional references are available on request.