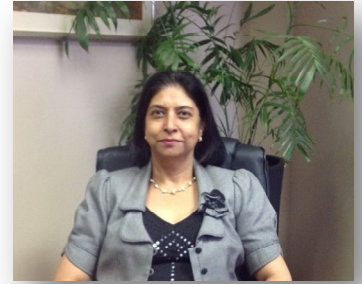


Profile: Dr Mala Singh

Mala Singh is a dynamic and results oriented individual with 41 years of public and private sector experience. She has worked as a Lecturer, Psychologist, Researcher, Chief Director, Deputy National Commissioner of Police and Executive Director: Human Resources at Unisa and UJ. Her more recent experience is an Executive Coach and Management Consultant. She has 20 years of experience at an Executive Management level.



FORMAL QUALIFICATIONS AND TRAINING

- Diploma in Professional Coaching: The Coaching Centre - 2017
- Vice Chancellor's Executive Development Programme: GIBS - 2014
- Programme for Leadership Development: Harvard - 2012
- Doctor of Education (psychology): Unisa - 1991
- Master of Education (psychology): cum laude: Unisa - 1989
- Endorsement specialisation in Guidance & Counselling: Unisa (with distinction) - 1986
- Bachelor of Education: University of Natal - 1984
- Bachelor of Arts: Unisa - 1981
- Senior Primary Education Diploma: Springfield College of Education - 1976

PROFESSIONAL AFFILIATIONS

- Previous registration as a Psychologist
- International affiliations include membership of the Society for Human Resource Management (SHRM) and the HR CEB (Central Executive Board) and the HR Committee of the Association of Commonwealth Universities (ACU) and the Universitas 21 HR Sub Committee.
- Nationally she served as a member of the Institute for Personnel Management (IPM) and the Universities South Africa (USAF) HR Executive Directors Forum.
- She has professional affiliations with Comensa and the International Coaching Federation as a registered Coach

WORK EXPERIENCE:

Executive Director: People and Culture North West University (October 2018 to date)

Mala Singh and Associates (July 2017 to date)

Mala Singh is an Executive Director of Mala Singh and Associates, predominantly focussing on Coaching, Mentoring Strategy and Performance Enhancement, Leadership and Executive Development. She assists leaders in optimizing their talents and skills to enable their own and others' success. In partnering with business, she enhances personal and professional effectiveness.

Her Coaching experience spans the Security Services, Banking, Financial and the Public Sector and Higher Education institutions. Her Coaching is directed mainly at the C Suite and Executive Level. Her particular strength in Coaching is to support Performance Excellence, Enhance team functioning and to create enabling environments to nurture talent.

Working in an Academic environment she developed and delivered the Coaching for Leaders Programme at the Unisa School of Business Leadership.

Executive Director: Human Resources and Transformation University of Johannesburg (April 2013 to June 2017)

Notable Achievements

- Developed and implemented the HR strategy linking it to the Organisational Strategy and consistently achieving over 90% delivery of targets ,
- Led the Innovations task team for conceptualizing and implementing game changers: Organizational Citizenship and Coaching, presented to UJ Council with strong commendations.
- Implemented strategies for the downward management of the remuneration expenditure by an average of 2% per annum over a period of 4 years
- Effective mitigation of HR risks and ensuring proper HR governance and accountability
- Optimized and Implemented the Performance Management System and consistently achieving 98% compliance.
- Championed the Business Intelligence implementation at UJ resulting in enhanced HR information management to support data driven decision making.
- Led the HR project on the Insourcing of Cleaning, Gardening and Security Services with successful implementation in line with mandates from Council.

Executive Director: Human Resources UNISA Oct 2008 to Feb 2013

Notable Achievements

- Transformed the department from one of the worst performing to a highly effective and credible business partner.
- Slashed the Administrative burden on HR by automating systems and introducing Self Help options. (Oracle Self Help, Compensation Workbench. UAM, and I –Recruitment).
- Refined the Integrated Performance Management System (IPMS) and ensured 97 %compliance
- Successfully implemented succession planning programme for Emerging Leaders.

Deputy National Commissioner: Human Resource Management, Finance, Strategic Management and Legal Services: SAPS Sept 2002 to Sept 2008

Notable Achievements

- Served as Programme Manager of the trilateral co-operation between Rwanda National Police, Swedish National Police and South African Police Service, the first trilateral co-operation for South Africa which informed future policing initiatives within NEPAD.
- Successfully steered all international donors to the SAPS ensuring that funds are prudently managed and achieved 98% expenditure within agreed time frames and with regular reporting to donors.
- Managed the restructuring process which was focused on deployment of staff from national and area offices to strengthen service delivery at police stations.
- Involved in all policy development and managing the legislative environment including the Firearms Control Act and the revision to Criminal Procedure Act.
- Served as a Polmed Board member from 2000 to 2003, successfully implementing a rescue plan which saw the scheme reach its financial targets and build the requisite reserves.
- Established a women's network in the South African Police Service which focused on improving the conditions and career opportunities for women within the service as well as enhancing the efforts of policewomen in combating crimes against women and children. Spearheaded the establishment of the SADC Police Women's Network
- Led the initiatives for South Africa's affiliation with the International Association for Women Police. (IAWP)
- Spearheaded the transformation process in the South African Police Service from 1999 to 2002.
- Negotiated with National Treasury and DPSA for funding for a special salary dispensation for police which ensured fair pay for police officials.

Divisional Commissioner: Career Management (DDG) SAPS Nov 1999 to Aug 2002

Notable Achievements

- Institutionalized various employment practices within the SAPS: performance management, job evaluations, human resource planning, discipline management and labour relations.
- Developed the strategy and motivation to obtain Cabinet approval for the payment of death grants for members who are killed in the line of duty.
- Developed and implemented a new salary dispensation for members of SAPS over a three-year time frame including pay progression based on Performance Management.

Chief Director: Public Service Reform and Transverse Support: Department of Public Service and Administration; (Jul 98 to Oct 99)

- Developed the Batho Pele White Paper and steered the approval through Cabinet and Parliamentary Committees
- Successful relationships with international donors yielding significant financial contributions to Public Service Reform initiatives
- Led the team which undertook reviews on the State of the Provincial Public Service departments, which informed the development of the New Public Service Regulations.

Director: Public Service Reform: Department of Public Service and Administration (Jan 96 to Jun 98:)

Notable Achievements

- Chaired the Public Service Transformation Forum which shaped the Transformation agenda of the Public Service
- Strategic advice to National Departments on shaping their transformation programmes.

Deputy Director: Research South African Management Development Institute: Aug 95 to Dec 95.

Notable Achievements

- Completed successful Public Service wide Training Needs Analysis which formed the basis for retooling public servants.
- Developed Research Policy for the Public Service, which ensured co-ordination and collaboration on research in the public service.

EARLIER EXPERIENCE

School Principal: Department of Education and Culture Jan 93 to Jul 95

School Psychologist: Department of Education and Culture Jun 91 to Jan 93

Head of department: Department of Education and Culture: Jan 1989 to Jun 1991

Lecturer: Department of Education and Culture Jan 1985 to Dec 1988

Educator: Department of Education and Culture Jan 1977 to Dec 1984

AWARDS

Her passion and drive for excellence has won her the following awards:

- Commendation from Minister of Public Service and Administration for exceptional Performance 1998,
- SOE (Star of Excellence) Award 2002,
- National Commissioners Award for developing a Remuneration Strategy for SAPS 2006,
- Recognition award from US Embassy for contribution to Policing in SA 2007,
- Most Outstanding Manager in the Public Sector 2007,
- Women of the Year Achievement Award: Unisa 2008,
- Runner Up : Executive HR Director of the Year : IPM (2014)

PUBLICATIONS

- Grobler, A. Singh, M: Leadership in Southern Africa: A regional Afrocentric Hierarchical Taxonomy. Insight on Africa 10(2) 169-193. March 2018
- Singh M, Smart Leadership: Integral Africa Institute September 2017.
- Grobler, A. Singh, M .and van Niekerk, M. Differentiation of remuneration within a salary band: An endeavour to establish fairness, transparency and equitable remuneration using a 270° approach by a single-rater group. South African Journal of Labour Relations, Vol. 37, No 2.December 1, 2013.
- Singh M, Report on the reform Programme in South Africa 1994-1998: Conference Report: ESAMI Conference on Transformation 1998.
- Singh V, The impact of play therapy on Learning Disabled children. Doctoral dissertation 1991.
- Singh, V. A method of Implementing Play Therapy from a perspective of Relationship Therapy, Master's Dissertation 1989.

CONTRIBUTER TO GOVERNMENT PUBLICATIONS/REPORTS

During the years with the Department of Public Service and Administration and the South African Police Service, she contributed to the writing of the following government publications and reports.

1. Lessons learnt from the Programme for Democratic Policing in a trilateral cooperation between the Swedish National Police, South African Police Service and Rwanda National Police. Commissioned by the Swedish International Development Agency (Sida) 2009.
2. 1995 to 2005 Ten Year Policing in a Review of Democracy, 2007.
3. White Paper on Affirmative Action in the Public Service Govt Gazette Notice 564 of 1998.
4. Public Service Regulations Government Gazette No 6544, July 1999.
5. The White Paper on Transforming Public Service Delivery: Batho Pele People First. Government Gazette Notice 1459 of 1997.
6. Provincial Review Report August 1997: Ministry for Public Service and Administration: Report commissioned by Dr. Zola Skweyiya.

INVITED PRESENTATIONS

1. Integrating and accepting HR Business Leadership in Organisations, invited presentation Conference of HR Executive Directors Nairobi, Feb 2014.
2. Retaining Talented Staff using non-monetary Rewards. ITC Conference Innovation Hub. 2012.
3. Differentiation between the Executive Directors' Positions in a Higher Education Institution – Reliability and Utility of a 270° Approach 2014; Harvard University 2012.
4. Rising up to the Challenges facing women in Law Enforcement. Invited presentation Women in Law Enforcement Conference 2010.
5. Talent Management through Succession Planning: Talent Management and Retention Conference for Government Departments and SOEs: CSIR August 2012.

6. Women's Network of the Southern African Police Chiefs Co-operation Organization: presentation at the International Association of Women Police (IAWP) Conference: Australia: 2008.
7. Organisational Dynamics in International Relations. International Conference on Policing in Africa: Pretoria 2007.
8. Women Empowerment initiatives in the SAPS: invited presentation at International Women's Conference Art of Living International Headquarters Bangalore India June 2007.
9. International Relations in the South African Police Service: Invited presentation 2007.
10. Tackling Police Reforms in Africa; Pretoria 2007.
11. Training Developments in the South African Police Service: invited presentation Tshwane University of Technology 2004.
12. "Balancing the triple role as Mother, Wife and Career Woman.....Easier said than done" IQPC Conference Indaba Hotel 2003.
13. Effectively Striking a Balance between your professional and private life: Invited presentation. IQPC 2003.
14. Engendering the Budget of the SAPS; presentation made at Parliamentary Oversight Committee Conference: Cape Town: 2001.
15. Strategy for the Transformation of the South African Police Service: Presentation to Potential donors at the Annual Donor co-ordination Conference 2000.
16. A comprehensive review of the public service reform process in South Africa: ESAMI Conference: Tanzania 1998.
17. Performance Management Tool for Transformation of the Public Service: 1996.
18. The economic and social drivers of change in the South African context: Wellington University New Zealand. 1995.