CURRICULUM VITAE

MARI-LIZE NEL

PROFILE

Seasoned HR Manager and Registered Industrial Psychologist with over 19 years' experience leading human resources teams, designing strategic HR frameworks, developing talent management strategies, and providing expert witness services in remuneration matters. Demonstrated success in organisational development, change management, and labour law compliance.

PERSONAL DETAILS

Date of birth	12 February 1983
Gender	Female
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EDUCATION

2014	M.Com Industrial and Organisational Psychology University of South Africa, South Africa
2006	B.Com (Hons) Industrial Psychology (Cum Laude – 7 distinctions) North-West University, South Africa
2002 - 2006	B.Soc.Sci Psychology University of Pretoria, South Africa
1997 - 2001	Grade 12 (*2 distinctions) Waterkloof, South Africa

Overview

- I have completed my Master of Commerce degree (Industrial and Organisational Psychology) in February 2014.
- Registered Industrial Psychologist
- Employed in managerial positions since February 2008.
- Currently employed as Senior Manager: HR Lead
- Remuneration Specialist (Expert Witness)
- Published international article focusing on Organisational Culture.



Additional significant courses:

2009	Flexible working practices
2009	Life Planning
2009	Excel Intermediate (Level 2)
2010	Job grading and Job profiling
2010	MIE Training (Fingerprint training for KROLL purposes)
2011	Broad Based Black Employment Equity (EconoBEE)
2013	Occupational Personality Questionnaire (OPQ)
2013	SHL/CEB System Training
2014	Employment Equity: New codes implemented 2015
2016	SAGE VIP: Performance Management
2017	Protection of Personal Information Act Seminar
2017	PPA Accreditation course – Thomas International SA
2017	TEIQue Accreditation course – Thomas International SA
2017	Organisations and Relationship System Coaching (ORSC)
2018	Management Development Training (LeadAfrica)
2018	Enneagram Training Level 1 (Coaching tool)
2018	GIBS – Professional Business Coaching Programme
2023	Excel: Advanced
2023	Introduction to Corporate Governance
2023	Neuro-Coaching (current studies)
2023	Corporate Governance - Institute of Directors

PROFESSIONAL MEMBERSHIP:

HPCSA	Registered Psychometrist and Industrial Psychologist (Independent Practice)

EMPLOYMENT HISTORY

Senior Manager: HR Lead (South Africa)

Sutherland Global | May 2024 – Present

- Responsible for drafting and implementing SA HR Strategy and budget in line with Global Strategy.
- Managed Payroll and Benefits including vendor management.
- Recruitment and onboarding processes.
- Implemented talent and performance management systems.
- Drafted and reviewed HR policies in line with business objectives.
- Managed rewards and recognition programmes, including payroll and benefits management.
- Developed and led change management initiatives.
- Compliance: Ensured health and safety compliance across operational sites, WSP/ATR, B-BBEE, Employment Equity reporting, Industrial Relations, including union negotiations and Section 197 and Transfer 197 processes.
- Collaborated on new business development initiatives.

Industrial Psychologist (Ad-Hoc)

Independent Practice

• Conducted over 1000 psycho-legal assessments, interviews, and expert reports.
• Travelled to multiple provinces for in-person assessments.
• Administered psychometric testing (OPQ, SHL tools) and integrated results into reports.
• Prepared loss-of-earnings analyses using latest SA salary survey data.
• Drafted joint minutes with opposing psychologists.
• Participated in pre-trial consultations.
• Testified in court as an expert witness.
• Ensured integration of hospital records, medico-legal reports, and expert opinions.

Executive Head: Human Resources (Contract)

KTVR Bus Services (VOC, City of Ekurhuleni) | Mar 2023 – Apr 2024

• Developed and implemented strategic HR Framework aligned with corporate plan.
• Led recruitment strategy and talent acquisition for all business units.
• Oversaw succession planning and leadership performance management.
• Implemented Change Management Framework with stakeholder buy-in.
• Ensured full compliance with BCEA, SDA, OHSA, EEA, LRA.
• Managed employee relations strategy and HR records data integrity.
• Delivered Board presentations; participated in REMCO and Social & Ethics Committees.
• Aligned HR budget with strategic goals; monitored spending and reporting.
• Directed HR information systems and supported IT projects.
• Led training and development strategy tied to Balanced Scorecard KPIs.
• Promoted high-performance culture through integrated performance management.
• Ensured SLA compliance between HR and operational business units.

Human Resources Manager

National Consumer Regulator | Jun 2020 – Sep 2021 (sister entity of NCT)

• Directed HR Department strategy, policy development, and business plan.
• Reviewed risk register and business continuity planning.
• Managed performance management system for fairness and consistency.
• Represented employer at Central Bargaining Forum (DTIC).
• Oversaw employee relations, internal communication, and Covid-19 management.
• Managed security, facilities, wellness, and health and safety functions.
• Supervised recruitment, training, benefits, compensation, and labour relations.
• Implemented Employment Equity plan and ensured legislative compliance.
• Maintained comprehensive HR records and ensured audit readiness.

Human Resources Manager

National Consumer Tribunal (NCT) | Oct 2016 – Mar 2020

• Developed HR strategy aligned with organisational goals.
• Participated at Board level (MANCO, HR Governance Committee).
• Managed recruitment processes including senior executive roles.
• Delivered psychometric testing using SHL tools.
• Chaired Employee Engagement Forums and represented at CCMA.
• Oversaw performance management system design and enhancement.
• Led employment equity and B-BBEE strategies.
• Managed CSI initiatives, health and safety compliance.
• Directed organisational development and change management projects.
• Built high-performing HR team with effective performance management processes.
• Managed HR budget and ensured full labour legislation compliance.

HR Consultant

Webhelp SA (Pty) Ltd | May 2016 – Oct 2016 (Contract)

• Managed change management during Transfer 197 process.
• Handled full HR administrative functions including payroll and contracts.
• Conducted daily employee consultations.
• Assisted with policy alignment and statistical reporting.
• Supported grievance processes and IR hearings.
• Delivered performance management process and recruitment of support staff.

HR Consultant and Recruiter

MacRobert Attorneys / Cogent Law (UK) | Jan 2015 – Nov 2015

• Developed HR Strategic Plan and budget.
• Managed Employment Equity Planning (maintained Level 2 B-BBEE rating).
• Authored Staff Handbook and updated HR policies.
• Completed remuneration strategy and Patterson grading benchmarking.
• Led recruitment of Candidate Attorneys and Claims Handlers.
• Administered psychometric testing and analyses.

HR Manager

MacRobert Attorneys / Mahlangu Attorneys / Cogent Law (UK) | Feb 2011 – Dec 2014

• Managed HR for ~400 staff with 4 direct reports.
• Developed HR strategy, budgets, and policies.
• Led graduate recruitment programme for Candidate Attorneys.
• Oversaw recruitment and onboarding for all practice areas.
• Administered psychometric assessments and feedback using SHL tools.
• Improved B-BBEE rating from Level 4 to Level 2.
• Managed payroll and employee benefits accurately.
• Directed organisational development and change management initiatives.

HR Business Partner

TSS Managed Services (Pty) Ltd. | Nov 2008 – Feb 2011

• Supported ~250 staff in dedicated business unit.
• Managed 3 HR direct reports.
• Oversaw recruitment and onboarding processes.
• Designed Performance Management System with improvement plans.
• Conducted job analysis, grading, and profiling.
• Delivered Health and Culture Study and implemented change management.
• Managed industrial relations including CCMA representation.
• Supported remuneration strategy and talent management planning.

HR Consultant

ABSA | Feb 2008 – Oct 2008

• Managed recruitment, onboarding, and performance management support.
• Facilitated grievance and disciplinary processes.
• Supported pay-round planning and HR governance reporting.
• Assisted with job profiling and change enablement planning.

HR Officer

Netcare (Pty) Ltd | Oct 2006 – Feb 2008

• Coordinated HR and payroll compliance for ~1000 staff.
• Managed recruitment, orientation, and welfare programmes.
• Delivered diversity and harassment training.
• Advised on industrial relations and represented in hearings.
• Ensured Occupational Health & Safety compliance.

REFERENCES

Available on request.