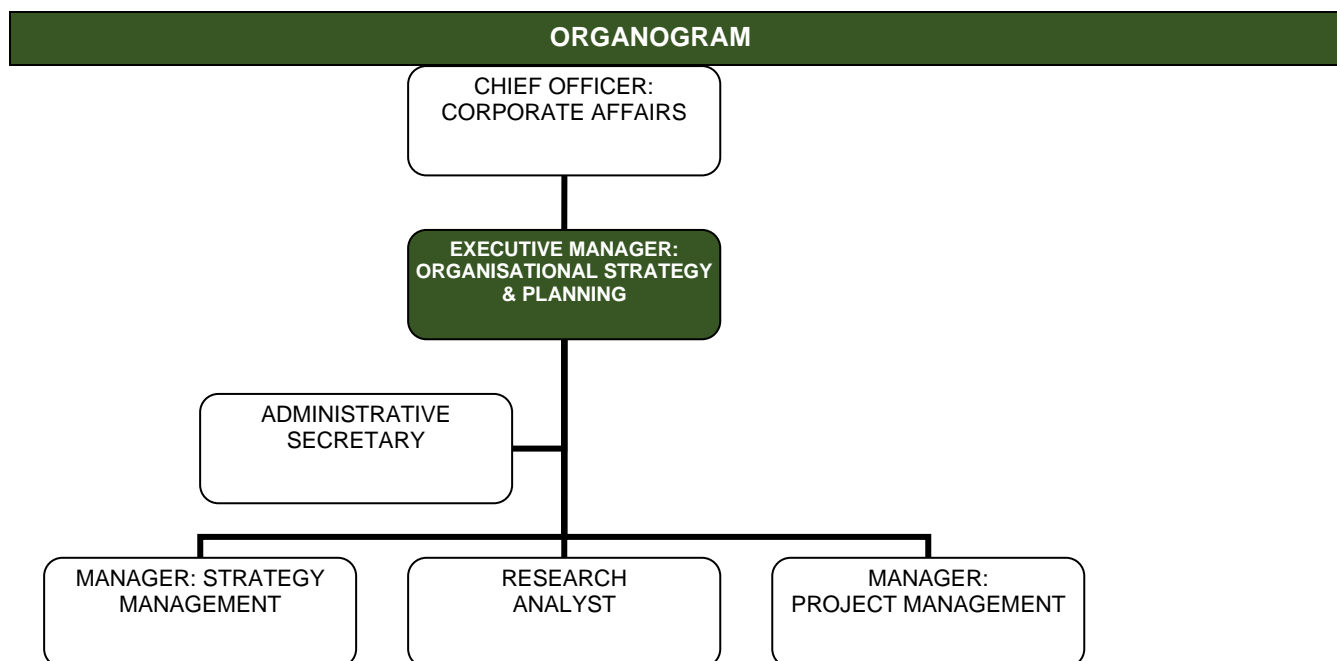


Job Profile

PROFILE INFORMATION	
JOB TITLE	EXECUTIVE MANAGER: ORGANISATIONAL STRATEGY & PLANNING
JOB CLUSTER	Executive Management (Deputy Assistant Commissioner)
REGION/DIVISION	Corporate Affairs
LOCATION	Gauteng, Head Office
MANAGER/SUPERVISOR	Chief Officer: Corporate Affairs
SUPERVISION	Manager: Strategy Management Research Analyst Manager: Project Management
PEER RELATIONSHIPS	OTHER EXECUTIVE MANAGERS
LIAISON	INTERNAL All Business Units
	EXTERNAL National Treasury, Service Providers, Performance Information Management affiliated bodies

PURPOSE STATEMENT

The Executive Manager: Strategic Planning and Research technically supports the BMA management structures in order to effectively and efficiently plan the operations of the BMA, monitor institutional performance and report thereon.



DESCRIPTION

Key Performance Areas (KPA's)	Roles And Responsibilities	Weight %	Key Performance Indicators (KPI's)
<p>Strategic Leadership</p>	<ul style="list-style-type: none"> • Lead in the development, management and execution of the Strategy and Planning strategy and provide input into the overall strategy, policy and decision-making direction of the BMA. • Develop monitoring and evaluation plans for the entire organisation in line with the relevant frameworks and best practice. • Set and drive comprehensive goals and objectives for performance and growth to support the BMA's strategy and objectives. • Lead and ensure the establishment, maintenance and improvement of Standard Operating Procedures, policies, and guidelines relating to Specialised Functions and all related business units in consultation with the Chief Officer and other Executive members. • Contribute to key decisions on BMA processes, projects and policies and effectively incorporate and manage all relevant changes agreed-upon decisions. • Design, implement and use insights gained through business information to compile reports, and metrics to measure success and inform the business decision making process and realign objectives. • Implement best practice methods through conducting research, assessment, monitoring, evaluating, development and making the necessary recommendations. 	<p>20%</p>	<ul style="list-style-type: none"> • Inputs into BMA's Strategy and Annual Operational Plan and reporting • Risk Management Strategy • Quarterly Monitoring Reporting (QMR) • Management Reports • Annual Report • Approved Policies and Procedures • Employee Engagement Survey Reports

Key Performance Areas (KPA's)	Roles And Responsibilities	Weight %	Key Performance Indicators (KPI's)
<p>Functional Leadership - Organisational Strategy</p>	<ul style="list-style-type: none"> • Manage and oversee the development and implementation of BMA strategy and priority actions. • Manage and oversee the development and implementation of Strategic Plan and Annual Performance Plan. • Strategically manage the development and maintenance of the BMA strategic, annual performance and work planning policies, regime and instruments • Facilitate the development, adoption and publishing of the BMA Strategic Plan. • Direct the development and maintenance of the BMA planning agenda. • Facilitate the development and maintenance of measurable performance indicators for all planning instruments. • Monitor and evaluate the performance of BMA programmes and report thereon. • Manage the submission of quarterly performance monitoring and evaluation reports to the Chief Officer, Governance Committees and the Department. • Manage and consolidate briefings and other performance reports as and when required by the Commissioner. • Assist in the development of the Annual Report and the publication thereof. • Co-ordinate submissions on Portfolio of Evidence as well as the performance information Body of Knowledge • Provide quarterly performance articles for the BMA newsletter/intranet • Compile and submit relevant governance reports. 	<p>30%</p>	<ul style="list-style-type: none"> • Approved BMA Strategy and Annual Performance Plans • Approved Annual Performance Reports • Approved Measurable Performance Indicators • Timeous submissions of POEs • Monthly and Quarterly Reports • Approved Annual Reports and publications
<p>Functional Leadership - Organisational Research</p>	<ul style="list-style-type: none"> • Manage research that informs the development and implementation Strategic Plan, and Annual Performance Plan. • Compile and implement Research Strategy, and Research Agenda 	<p>20%</p>	<ul style="list-style-type: none"> • Data analysis Report • Research Strategy • Annual SWOT Analysis completed • Completed

Key Performance Areas (KPA's)	Roles And Responsibilities	Weight %	Key Performance Indicators (KPI's)
	<ul style="list-style-type: none"> • Drive and oversee the conducting of sectional technical and analytical research of the border management environment. • Ensure the development of relevant research design procedures. • Oversee the development of research plans and proposals, and terms of reference for BMA special projects. • Oversee the design of analytical frameworks for data collection methods. • Drive the implementation of approved research projects. • Apply various statistical techniques as required by the research study to arrive at logical inferences that will inform key business decisions. • Ensure the appropriate implementation of quality control measures to verify research data and reporting. • Ensure and compile quality research reports for submission to relevant stakeholders to inform key decision making. 		<p>Organisational Reviews and recommendations to management</p>
<p>Functional Leadership -</p> <p>Organisational Strategic Monitoring and Evaluation</p>	<ul style="list-style-type: none"> • Design, develop, implement, monitor, and update the BMA M&E Framework • Design, develop, review, and implement the Performance Monitoring, Evaluation and Reporting Framework. • Ensure compliance with POPI requirements throughout the implementation of M&E activities. • Manage the development and collation of data and statistics for EXCO. • Co-ordinate data from MINTOP, Portfolio Committee, Technical MinMec and Select Committees, analyse and provide information briefings to the Commissioner and EXCO. • Conduct SWOT analysis as part of the strategic planning process and manage. • Manage, consolidate and analyse BMA performance reports. • Responsible for overseeing organizational reviews, communicating 	<p>20%</p>	<ul style="list-style-type: none"> • M&E Framework • Annual SWOT Analysis completed • Performance Monitoring, Evaluation and Reporting Framework. • Monthly Reports

Key Performance Areas (KPA's)	Roles And Responsibilities	Weight %	Key Performance Indicators (KPIs)
	<p>results to top management, and developing strategies based on organizational reviews.</p> <ul style="list-style-type: none"> Analyse and recommend emerging industry trends, expansion opportunities, competitive threats, internal business performance and business process improvement. Analyse if the departments and divisions will meet or not meet their targets and initiate interventions in place to resolve the problem. Ensure compliance with the requirements of the reporting systems for preparing reports as per the relevant stakeholder formats/requirements. Prepare annual performance information report to the Chief Officer, Deputy Commissioner for approval by the Board. Prepare monthly, quarterly performance information report to the Chief Officer and other relevant stakeholders. 		
<p>Stakeholder Management and Relations</p>	<ul style="list-style-type: none"> Establish and monitor healthy diverse workable internal and external relations. Manage and coordinate stakeholder input processes into the organisation planning process. Provide relevant and specialised support and advise to applicable stakeholders. Effectively communicate planning objectives, organizational performance indicators and performance outcomes to internal and external stakeholders Establish a sound relationship with Portfolio Committee and Select Committee in Parliament. Maintain relationships with heads of Divisions. 	<p>5%</p>	<ul style="list-style-type: none"> Strategic Planning workshops Annual Performance Plans Training workshops Stakeholder Engagement Survey Communication Strategy Quarterly communication to staff via intranet or circulars
<p>Governance, Risk and Compliance</p>	<ul style="list-style-type: none"> Prepare and present reports for submission to the BMA Management/Executives and Governing committees and other stakeholders. Facilitate and oversee the development 	<p>5%</p>	<ul style="list-style-type: none"> Approved policies and procedures Audit reports

Key Performance Areas (KPA's)	Roles And Responsibilities	Weight %	Key Performance Indicators (KPIs)
	<p>and monitoring of policies, standard operating procedures, systems and controls.</p> <ul style="list-style-type: none"> • Lead the conceptualising of the unit's risk register. • Ensure the mitigation of the business units' risk profile through the application of fraud controls and risk prevention principles and implementing of sound governance and compliance processes and tools to identify and manage risks. • Lead the coordination and maintenance of quality risk management in line with the relevant requirements. • Monitor changes in the regulatory environment and ensure that appropriate operational controls are implemented to address new requirements. • Lead and ensure effective support in the provision of evidence to all internal and external audit requirements. • Lead and drive the maintenance and enforcement of all Service Level Agreements to minimise business risk and ensure business continuity. • Ensure adherence in the team to all relevant laws, policies and Standard Operating Procedures throughout the BMA. • Create and advocate an ethical culture within the BMA. • Enforce counter corruption framework and systems. 		<ul style="list-style-type: none"> • Risk Management Reports
<p>People Management</p>	<ul style="list-style-type: none"> • Build and lead an effective and cohesive team through the effective management of departmental resources. • Lead the implementation of talent acquisition, succession planning, development, and retention strategies for the department. • Lead the enhancement of relevant knowledge and skills through continuous coaching, mentoring and nurturing of departmental talent. 	<p>10%</p>	<ul style="list-style-type: none"> • All staff members have revised up to date job profile • Approved Succession Plan • % Succession Plans • Performance contracts and

Key Performance Areas (KPA's)	Roles And Responsibilities	Weight %	Key Performance Indicators (KPIs)
	<ul style="list-style-type: none"> • Lead and drive a high performance culture by translating and communicating the annual performance goals and measures based on agreed upon objectives. • Drive a working environment that augments employee engagement, recognition and productivity. • Lead and drive the management of poor performance and disciplinary matters in line with the BMA's policies and procedures. 		<p>reviews</p> <ul style="list-style-type: none"> • Employee Culture Survey • Audit Report • Timeous resolution of disciplinary and grievance procedures

CAREER PATH		
Executive Manager: Strategy & Planning	Chief Officer: Corporate Affairs	Deputy Commissioner: Corporate Services

MINIMUM REQUIREMENTS/EXPERIENCE/KNOWLEDGE	
Minimum Qualifications	<ul style="list-style-type: none"> • A Master's Degree or equivalent in Public Administration / Social Sciences / Education and Training. • A PhD or equivalent in the relevant field of study will be an added advantage
Minimum Experience	<ul style="list-style-type: none"> • 6 - 8 years' experience working within a research and monitoring environment or similar, of which 3 years should at a management level. • Experience in education, training, and quality assurance.

MINIMUM REQUIREMENTS/EXPERIENCE/KNOWLEDGE

Knowledge	<ul style="list-style-type: none"> • Knowledge of Administrative, civil, criminal, corporate and contract law. • Knowledge of Companies Act, PFMA, Treasury Regulations. • South African Constitution. • BMA Act 2020 • Immigration Act 2002 (Act No. 13 of 2002) • Public Service Regulatory Framework. • Public Finance Management Act. • Understanding of legislation and prescripts applicable in the corporate environment. • National Treasury Regulations. • National Treasury Public Sector Risk Management Framework. • Understanding of corporate governance best practice e.g. COSO Framework, ISO International Standard, King Report on Corporate Governance, and Ethics Frameworks. • Understanding of the Public Sector Integrity Management Framework. •
Professional registration or license requirements	<ul style="list-style-type: none"> • None
Other requirements	<ul style="list-style-type: none"> • Required to work extensive hours and meet deadlines. • A valid driver's license

COMPETENCIES

VALUES	FUNCTIONAL	BEHAVIOURAL ATTRIBUTES (ENABLING)
<ul style="list-style-type: none"> • Excellence • Integrity • Innovation • Patriotism • Professionalism • Teamwork and Collaboration • Vigilance 	<ul style="list-style-type: none"> • Strategic Leadership and Planning • Budgeting & Financial Management • Human Capital Management • Communication (Verbal and Written) • Report Writing • Change Management • Conflict Management • Risk Management • Project and programme Management • People Management • Policy Development • Public Speaking and Presentation 	<ul style="list-style-type: none"> • Client Orientation and Customer Focus • Emotional Intelligence • Decision Making & Problem Solving • Resilience • Interpersonal Relations • Team Leadership • Persuasion and Influencing

SYSTEM SKILLS

Title	Level
Microsoft Office Suite	Intermediate