

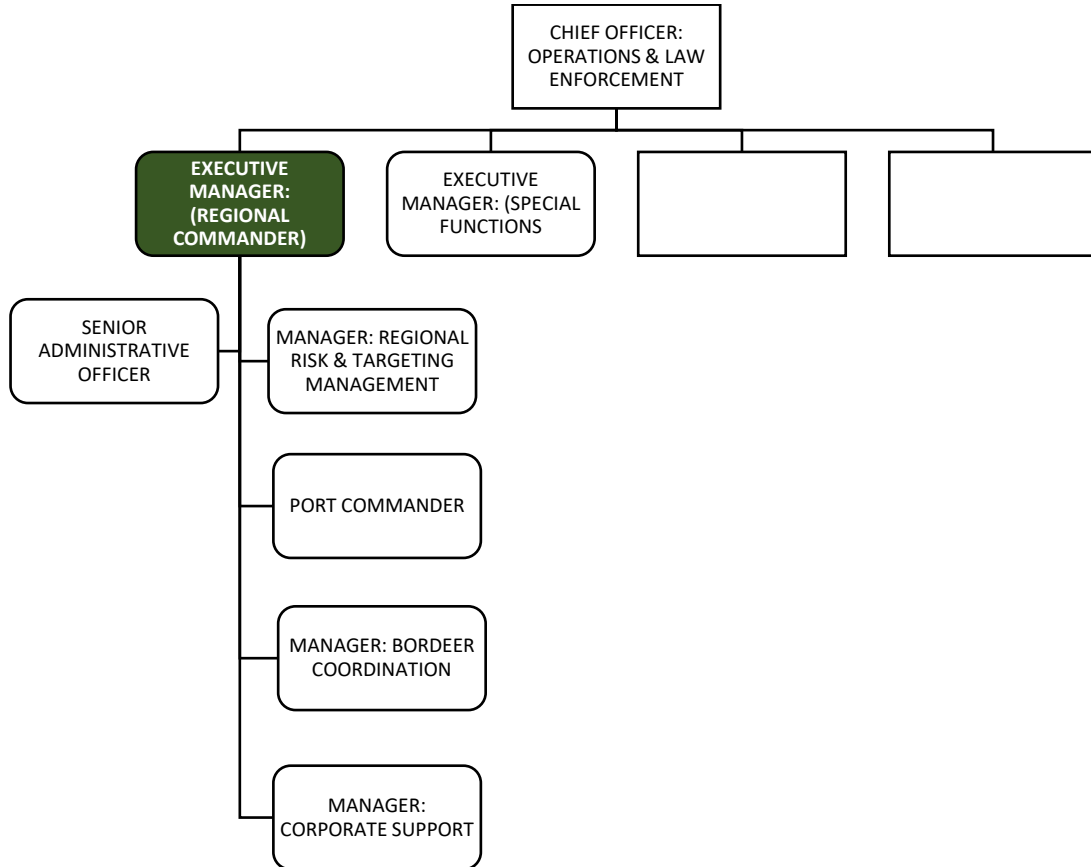


## Job Profile

| PROFILE INFORMATION         |   |   |
|-----------------------------|---|---|
| <b>JOB TITLE</b>            | <b>EXECUTIVE MANAGER: REGIONAL COMMANDER</b>  |   |
| <b>JOB CLUSTER AND RANK</b> | Executive Management (Deputy Assistant Commissioner)  |   |
| <b>REGION/DIVISION</b>      | <b>Operations &amp; Law Enforcement</b>   |   |
| <b>LOCATION</b>             | Regions   |   |
| <b>MANAGER/SUPERVISOR</b>   | Chief Officer: Operations & Law Enforcement   |   |
| <b>SUPERVISION</b>          | Manager: Regional Risk & Targeting Management<br>Manager: Border Control Coordination<br>Manager: Corporate Support<br>Port Commanders<br>Senior Administrative Officer |   |
| <b>PEER RELATIONSHIPS</b>   | OTHER EXECUTIVE MANAGERS  |   |
| <b>LIAISON</b>              | <b>INTERNAL</b>   | All Business Units  |
|                             | <b>EXTERNAL</b>   | Service Providers, various organs of state, industry partners and international organizations |

| PURPOSE STATEMENT   |  |
|---|--|
| To oversee the regional Ports of Entry operations through facilitation of efficient and legitimate movement of goods, people, and services. |  |

## ORGANOGRAM



## DESCRIPTION

| Key Performance Areas (KPA's) | Roles and Responsibilities  | Weight %   | Key Performance Indicators (KPIs)  |
|-------------------------------|---|------------|--|
| <b>Strategic Leadership</b>   | <ul style="list-style-type: none"> <li>Lead the development, management and execution of the Law Enforcement strategy and provide input into the overall strategy, policy, and decision-making direction of the BMA.</li> <li>Develop monitoring and evaluation plans for the entire organisation in line with the relevant frameworks and best practice.</li> <li>Set and drive comprehensive goals and objectives for performance and growth to support the BMA's strategy and objectives.</li> </ul> | <b>20%</b> | <ul style="list-style-type: none"> <li>Inputs into BMA's Strategy and Annual Operational Plan and reporting</li> <li>Risk Management Strategy</li> </ul> |



| Key Performance Areas (KPA's)                                   | Roles and Responsibilities  | Weight %   | Key Performance Indicators (KPIs)   |
|---|---|------------|---|
|   | <ul style="list-style-type: none"> <li>• Lead and ensure the establishment, maintenance and improvement of Standard Operating Procedures, policies, and guidelines relating to operations and all related business units in consultation with the Chief Officer and other Executive members.</li> <li>• Contribute to key decisions on BMA processes, projects and policies and effectively incorporate and manage all relevant changes agreed-upon decisions.</li> <li>• 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.</li> <li>• Implement best practice methods through conducting research, assessment, monitoring, evaluating, development and making the necessary recommendations.</li> </ul>  |            | <ul style="list-style-type: none"> <li>• Quarterly Monitoring Reporting (QMR)</li> <li>• Management Reports</li> <li>• Annual Report</li> <li>• Approved Policies and Procedures</li> <li>• Employee Engagement Survey Reports</li> </ul> |
| <p style="text-align: center;"><b>Functional Leadership</b></p> | <ul style="list-style-type: none"> <li>• Facilitate and manage the legitimate movement of goods at the Port of Entry, whilst preventing and mitigating the illegitimate movement of illicit goods.</li> <li>• Manage the integration of multiple work streams under a single command and control.</li> <li>• Oversee the prevention of and combating of illegal activities within the Ports of Entry, border law enforcement area as well as the vulnerable segments of the border line.</li> <li>• Facilitate the development, review and implementation of the framework, systems and procedures relating to cross-border crime.</li> <li>• Ensure the security and sterility of the Port of Entry by rendering inspections regarding Plant Health Quality and food hygiene.</li> <li>• Promote, prevent, and control animal diseases.</li> <li>• Manage the Border Law Enforcement frontline functions and operations at the Port of Entry.</li> <li>• Oversee the facilitation of revenue collection at the Port of Entry.</li> <li>• Oversee the execution of powers of entry, search, seizure, arrest, and detention at the Port of Entry.</li> </ul> | <b>30%</b> | <ul style="list-style-type: none"> <li>• Quarterly Performance Reports</li> </ul>   |



| Key Performance Areas (KPA's)                      | Roles and Responsibilities  | Weight %          | Key Performance Indicators (KPIs)   |
|--|---|-------------------|---|
|  | <ul style="list-style-type: none"> <li>• Manage the powers relating to vessels within the Maritime Border Law Enforcement Area.</li> <li>• Report on a regular basis on the Port of Entry performance.</li> <li>• Manage routine inspections and searches and seizures, arrest, and detention at the Port of Entry.</li> <li>• Oversee Border Law Enforcement Area surveillance and patrolling for the Border Guard</li> <li>• Manage and oversee the support functions at the Port of Entry. These include Human Capital, Finance, ICT, and Asset Management.</li> </ul>   |                   |   |
| <p><b>Stakeholder Management and Relations</b></p> | <ul style="list-style-type: none"> <li>• Facilitate service efficiency within the land, air, maritime ports of entry and border law enforcement areas.</li> <li>• Oversee the establishment and management of community cross-border forums to ensure consistency, efficiency, and accountability.</li> <li>• Ensure the development and effective stakeholder relations management with both local and international communities in support of national objectives and regional priorities.</li> <li>• Facilitate stakeholder relationships within the border control environment.</li> <li>• Liaise with the various organs of state, industry partners and international organizations to enhance border management efficiencies and safety protocols.</li> <li>• Oversee the development and management of MOUs with strategic national and international stakeholders.</li> <li>• Lead the identification and mitigation of internal systems and procedural barriers to enhance excellent customer service.</li> <li>• Represent and participate in the BMA's committees and tasks teams as member of the executive team.</li> <li>• Lead the implementation of timeous communication on progress and challenges in achieving the strategic and tactical work plans to impacted stakeholders.</li> </ul> | <p><b>10%</b></p> | <ul style="list-style-type: none"> <li>• Stakeholder Engagement Survey</li> <li>• MOUs</li> </ul> |



| Key Performance Areas (KPA's)                 | Roles and Responsibilities  | Weight %          | Key Performance Indicators (KPIs)  |
|---|---|-------------------|--|
|   | <ul style="list-style-type: none"> <li>• Take the lead in industry related forums, conferences and workshops to gain industry insight for the purpose of business improvement and position the BMA as a preferred health care insurance provider.</li> </ul>  |                   |  |
| <p><b>Governance, Risk and Compliance</b></p> | <ul style="list-style-type: none"> <li>• Prepare and present reports for submission to the BMA Management/Executives and Governing committees and other stakeholders.</li> <li>• Facilitate and oversee the development and monitoring of policies, standard operating procedures, systems, and controls.</li> <li>• Manage and facilitate compliance protocols to ensure enforcement of legislation, policies and procedures relating to border control services.</li> <li>• Manage and facilitate implementation of the regional, continental, and international standards, regulations and protocols related to Ports of Entry and the border law enforcement area.</li> <li>• Lead the conceptualising of the unit's risk register.</li> <li>• 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.</li> <li>• Lead the coordination and maintenance of quality risk management in line with the relevant requirements.</li> <li>• Monitor changes in the regulatory environment and ensure that appropriate operational controls are implemented to address new requirements.</li> <li>• Lead and ensure effective support in the provision of evidence to all internal and external audit requirements.</li> <li>• Lead and drive the maintenance and enforcement of all Operations Service Level Agreements to minimise business risk and ensure business continuity.</li> <li>• Ensure adherence in the team to all relevant laws, policies and Standard Operating Procedures throughout the organisation.</li> </ul> | <p><b>10%</b></p> | <ul style="list-style-type: none"> <li>• Timeous submission of governance reports</li> <li>• Strategic Risk Register</li> <li>• Approved Policies and Procedures</li> <li>• Audit Reports</li> </ul> |



| Key Performance Areas (KPA's)          | Roles and Responsibilities   | Weight %   | Key Performance Indicators (KPIs)  |
|--|--|------------|--|
|  | <ul style="list-style-type: none"> <li>• Create and advocate an ethical culture within the BMA.</li> <li>• Enforce counter corruption framework and systems.</li> </ul>  |            |  |
| <b>Budget and Financial Management</b> | <ul style="list-style-type: none"> <li>• Development and management of the budget of the Division by ensuring financial stability within the Division.</li> <li>• Ensure expenditure is in line with budget requirements.</li> <li>• Monitoring financial control, budget management and the procurement process to ensure compliance with the legislation e.g. (PFMA, PPFA, and BBBEE)</li> <li>• Maximise revenue and reduce expenditure through effective cost control measures.</li> <li>• Set, establish goals for budget adherence and controls for relevant area and establish best practice principles in process and application.</li> </ul>  | <b>15%</b> | <ul style="list-style-type: none"> <li>• Annual Operational Budget</li> <li>• Variance Report</li> <li>• Budget Compliance Report</li> </ul>   |
| <b>People Management</b>               | <ul style="list-style-type: none"> <li>• Build and lead an effective and cohesive team through the effective management of departmental resources.</li> <li>• Lead the implementation of talent acquisition, succession planning, development, and retention strategies for the department.</li> <li>• Lead the enhancement of relevant knowledge and skills through continuous coaching, mentoring and nurturing of departmental talent.</li> <li>• Lead and drive a high performance culture by translating and communicating the annual performance goals and measures based on agreed upon objectives.</li> <li>• Drive a working environment that augments employee engagement, recognition, and productivity.</li> <li>• Lead and drive the management of poor performance and disciplinary matters in line with the BMA's policies and procedures.</li> </ul> | <b>15%</b> | <ul style="list-style-type: none"> <li>• All staff members have revised up to date job profile</li> <li>• Talent Management Plan</li> <li>• % Succession Plans</li> <li>• Performance contracts and reviews</li> <li>• Employee Culture Survey</li> <li>• Audit Report</li> <li>• Timeous resolution of disciplinary and grievance procedures</li> </ul> |

### CAREER PATH

|   |   |                                 |
|---|---|---------------------------------|
| <b>Executive Manager (Regional Commander)</b> | Chief Officer: Operations & Law Enforcement | Deputy Commissioner: Operations |
|---|---|---------------------------------|

### MINIMUM REQUIREMENTS/EXPERIENCE/KNOWLEDGE

|   |  |
|---|--|
| Minimum Qualifications                            | <ul style="list-style-type: none"> <li>• An undergraduate qualification in Social Sciences / Natural Sciences/ Law / equivalent qualification at NQF level 7 as recognized by SAQA.</li> <li>• An NQF level 8 and above qualification will be an added advantage.</li> <li>•</li> </ul>  |
| Minimum Experience                                | <ul style="list-style-type: none"> <li>• Minimum of 5 years' experience at senior managerial level, and minimum of 8 years' experience in border law enforcement or related environment.</li> </ul>  |
| Knowledge   | <ul style="list-style-type: none"> <li>• Knowledge of the South African Constitution.</li> <li>• Knowledge of the Border Management Authority Act.</li> <li>• Understanding of International and Regional Protocols.</li> <li>• Knowledge of South Africa's Foreign Policy.</li> <li>• Understanding of the Aviation and Maritime Industry requirements.</li> <li>• Understanding of legislation and prescripts applicable in the border environment.</li> <li>• Knowledge of applicable international Conventions relating to migration, biosecurity, environmental and human health.</li> <li>• Knowledge and understanding of the port security risks in relation to port health, immigration, bio-security and environmental risk.</li> <li>• Understanding of broad security risks in the border environment.</li> <li>• Knowledge of the National Treasury and Risk Management Framework.</li> <li>• Knowledge of the Public Service Act and Regulations as well as the Public Finance Management Act.</li> <li>• Knowledge of applicable human resource legislature.</li> </ul> |
| Professional registration or license requirements | <ul style="list-style-type: none"> <li>• None</li> </ul>   |
| Other requirements                                | <ul style="list-style-type: none"> <li>• Flexibility in working hours will be required to meet demands of the role.</li> <li>• Willingness to travel</li> <li>• Valid driver's license</li> </ul>  |

### COMPETENCIES

| VALUES  | FUNCTIONAL  | BEHAVIOURAL ATTRIBUTES<br>(ENABLING)   |
|---|---|--|
| <ul style="list-style-type: none"> <li>• Excellence</li> <li>• Integrity</li> <li>• Innovation</li> <li>• Patriotism</li> <li>• Professionalism</li> <li>• Teamwork and Collaboration</li> <li>• Vigilance</li> </ul> | <ul style="list-style-type: none"> <li>• Strategic Leadership and Planning</li> <li>• Stakeholder Management and relations</li> <li>• Research and Analytical</li> <li>• Financial Management</li> <li>• Communication (Verbal and Written)</li> <li>• Report Writing</li> <li>• Information Management</li> <li>• Change Management</li> </ul> | <ul style="list-style-type: none"> <li>• Client Orientation and Customer Focus</li> <li>• Planning and organising</li> <li>• Emotional Intelligence</li> <li>• Decision Making &amp; Problem Solving</li> <li>• Quality Orientation</li> <li>• Resilience</li> <li>• Interpersonal Relations</li> <li>• Team Leadership</li> <li>• Persuasion and Influencing</li> </ul> |

### COMPETENCIES

|  |   |   |
|--|---|---|
|  | <ul style="list-style-type: none"> <li>• Conflict Management</li> <li>• Risk Management</li> <li>• Project and programme Management</li> <li>• People Management</li> <li>• Policy Development</li> <li>• Public Speaking and Presentation</li> </ul> | <ul style="list-style-type: none"> <li>• Attention to Detail</li> <li>• Adaptability</li> </ul> |
|--|---|---|

### SYSTEM SKILLS

| Title                  | Level        |
|------------------------|--------------|
| Microsoft Office Suite | Intermediate |