

# JOB PROFILE

## 1. POSITION DETAIL

<b>CURRENT JOB TITLE</b>	Hub Manager: Other Hubs	<b>JOB GRADE</b>	D2
<b>PROPOSED JOB TITLE</b>			
<b>JOB CODE</b>			
<b>DEPARTMENT</b>	Township Automotive Hubs		
<b>DATE REVIEWED</b>	27/03/2015		
<b>LOCATION</b>	Rosslyn		
<b>EMPLOYMENT STATUS</b>	Permanent		
<b>PURPOSE STATEMENT</b>			
<p>To plan, direct, organize and control the Automotive Hub in accordance with the Hub's strategy, through effective management of projects, finances, human resources, and stakeholder (including lending institutions) relationships. Interacting and communicating with relevant stakeholders at all levels, (private and public sector). The extended responsibility of directing, guiding and advising the existing Motor Body Repairer SMME's in various sites) that are affiliated to the Hub to further improve their turnover and profitability. Further to this the incumbent will also ensure that the Hub is sustainable and meet Government objectives.</p>			
<b>POSITION IN THE ORGANISATION</b>			
<b>LINE MANAGER</b>	<div style="border: 1px solid black; padding: 5px;">Programme Manager: Township Automotive Hubs</div>		
<b>POSITION</b>	<div style="border: 1px solid black; padding: 5px;">Hub Manager: Other Hubs</div>		
<b>SUBORDINATE</b>	<div style="border: 1px solid black; height: 40px;"></div>		
<b>SUBORDINATE POSITIONS</b>			
<p><i>Please provide job titles of subordinates and total number of employees per job title (organogram can be inserted)</i></p>			

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## 2. POSITION DESCRIPTION

MAIN OUTPUTS AND RESPONSIBILITIES FOR THIS POSITION – <i>(Please provide a short description under each heading/output)</i>	TIME SPENT
<p><b>1. BUSINESS PLANNING</b></p> <ul style="list-style-type: none"> <li>• Provide input to the business planning Business Planning Process for the Hubs</li> <li>• Business process improvement recommendations</li> <li>• Business process optimization coordination</li> <li>• Develops budget</li> </ul>	5%
<p><b>2. PROGRAMME MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>• Implementation of approved business plan for the Hub</li> <li>• Ensure that identified, existing facility is upgraded in line with requirements</li> <li>• Operationalise the Hub</li> <li>• Ensure that Hub is suitably Resourced</li> <li>• Secure external business in line with business requirements of the Hub</li> <li>• Assessment and distribution of existing SMME's in area</li> <li>• Drafting and implementation of a Training and Development Plan for the SSME's</li> <li>• Sourcing, assessment, short-listing, selection and installation of relevant equipment</li> <li>• Oversee the implementation of the SMME development plan</li> <li>• Ensure buy-in from all stakeholders to the plan</li> <li>• Monitors milestone achievement against the agreed development plan</li> <li>• Implement corrective actions</li> </ul>	25%
<p><b>3. BUSINESS DEVELOPMENT, MARKETING AND SALES</b></p> <ul style="list-style-type: none"> <li>• Identify business needs and new opportunities to ensure growth</li> </ul>	5%

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<b>MAIN OUTPUTS AND RESPONSIBILITIES FOR THIS POSITION – (Please provide a short description under each heading/output)</b>	<b>TIME SPENT</b>
<p>and sustainability</p> <ul style="list-style-type: none"> <li>• Interaction with Government and private Sector Stakeholders to secure business</li> <li>• Develop proposals and feasibility studies on various potential projects for the Hubs as well as the SMME's</li> <li>• Identify stakeholders and funders for the programme</li> <li>• Client Identification and engagement for the Hubs as well as projects that are operational within the Hub.</li> <li>• Brand representation at relevant forums</li> <li>• Tours of the facilities</li> <li>• Marketing activities arranged to promote each of the SMME's, showcasing their individual abilities.</li> <li>• Media publications in automotive related magazines</li> <li>• Research into methods to improve the concept</li> </ul>	
<p><b>4. PROGRAMME/PROJECT DELIVERY</b></p> <ul style="list-style-type: none"> <li>• Ensure delivery as per agreed business plan</li> <li>• Ensure delivery in training and mentoring, for the SMME's and their employees</li> <li>• Performance management for staff within the various incubation centres.</li> <li>• Review performance of operational targets of the Hub and ensure corrective actions are in place for non-performance.</li> <li>• Oversee implementation of Quality Management Systems within the Hub</li> <li>• Ensure facility issues are resolved</li> <li>• Ensure Health and Safety requirements are adhered to</li> <li>• Intervene and mediate with political action</li> <li>• Ensure the Hubs are suitably capacitated with relevant Resources</li> <li>• Ensure effective and efficient utilization of resources in achieving plans and objectives;</li> </ul>	<p>35%</p>

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<b>MAIN OUTPUTS AND RESPONSIBILITIES FOR THIS POSITION – (Please provide a short description under each heading/output)</b>	<b>TIME SPENT</b>
<ul style="list-style-type: none"> <li>• Identify problems, develops alternatives and recommend courses of action in consultation with the Executive: Industry Development, through analysis, interpretation and evaluation of issues;</li> <li>• Accountable for budget</li> <li>• Accountable for risk management</li> <li>• Accountable for facility and asset upgrades</li> <li>• Advise on architectural requirements of new facility</li> <li>• Advise on layout of new facility</li> <li>• Oversee compilation of the financial/sustainability model</li> <li>• Plan manpower requirements</li> </ul>	
<p><b>5. STAKEHOLDER RELATIONSHIP MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>• Manage relationships with the relevant role players in accordance with project requirements and dependencies:               <ul style="list-style-type: none"> <li>• Automotive Industry Stakeholders</li> <li>• Business Partners including business partners and any other third parties as required from time to time.</li> </ul> </li> <li>• Facilitate meetings with the role players to discuss the roles and responsibilities and possible areas of cooperation, improvement and conflict.</li> <li>• Obtain mutual agreement on the resolution of issues, meetings required and the delivery of inter-dependent outputs and results.</li> <li>• Agree to the expected outcomes from each party and set-up SLA's where required.</li> <li>• Monitor the performance of all relevant role players continuously to ensure that the agreements and other obligations are honoured.</li> <li>• Inform the relevant role players of the outcomes, deviations and actions required.</li> </ul>	<p>10%</p>

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MAIN OUTPUTS AND RESPONSIBILITIES FOR THIS POSITION – <i>(Please provide a short description under each heading/output)</i>	TIME SPENT
<ul style="list-style-type: none"> <li>• Maintain and develop relationships.</li> <li>• Maintain a database of stakeholders/role players.</li> </ul>	
<p><b>6. REPORTING</b></p> <ul style="list-style-type: none"> <li>• Ensure that the correct project and Hub’s information is reported on</li> <li>• Progress against approved development Plan</li> <li>• Ensure on-time and accurate submission of all required reports</li> <li>• Ensure all evidence is collected and filed for auditing purposes</li> <li>• Reports on performance to budget</li> <li>• Statutory reporting</li> <li>• Reporting to stakeholders as required:</li> <li>• Reporting on project Risk registers for the various sites</li> <li>• Reporting on employment and training within the Hub</li> </ul>	5%
<p><b>7. PROJECT OFFICE OVERSIGHT</b></p> <ul style="list-style-type: none"> <li>• Compile, review, update and maintain the Hub Risk registers in line with AIDC’s risk management process</li> <li>• Business process improvement recommendations</li> <li>• Plans, directs and co-ordinates the operations</li> <li>• Plan and implement procedures and systems to maximize operating efficiency</li> <li>• Establish and maintain controls</li> <li>• Ensure compliance with policies and practices and contributes to the implementation of AIDC policies and procedures, consistent with the AIDC strategic direction</li> <li>• Accountable for the implementation and maintenance of all SHEQ policies, procedures and practices</li> </ul>	5%
<p><b>8. PEOPLE MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>• Manage employees as appropriate within the department to optimise business performance and the service to customers.</li> </ul>	10%

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MAIN OUTPUTS AND RESPONSIBILITIES FOR THIS POSITION – <i>(Please provide a short description under each heading/output)</i>	TIME SPENT
<ul style="list-style-type: none"> <li>• Ensure subordinates have the required skills and experience to execute their tasks.</li> <li>• Conduct Performance Planning Sessions.</li> <li>• Compile the Performance Management (KRA) documentation in collaboration with the staff member in terms of:                             <ul style="list-style-type: none"> <li>• Job Profile requirements</li> <li>• Strategic Performance Objectives</li> <li>• Key Performance Areas</li> <li>• Personal Development Plan</li> </ul> </li> <li>• Track and monitor performance in accordance with policies and procedures and performance planning documentation.</li> <li>• Continuously provide feedback and coaching to ensure that the staff member/s performs at optimum productivity level.</li> <li>• Conduct performance reviews in accordance with policies and procedures and take corrective actions where necessary.</li> <li>• Appraise performance at the end of each performance period in accordance with policies and procedures.</li> <li>• Cross functional communication from a matrix management perspective</li> <li>• Manage staff</li> </ul>	
<b>TOTAL</b>	<b>100 %</b>

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## 3. JOB EVALUATION CRITERIA

A) KNOWLEDGE AND SKILLS	
<b>FORMAL EDUCATION</b>	<ul style="list-style-type: none"> <li>• Relevant national diploma or degree in Engineering</li> </ul>
<b>TECHNICAL/ LEGAL CERTIFICATION</b>	<ul style="list-style-type: none"> <li>• Business Management Diploma an added advantage</li> <li>• Project Management Qualification (1-year diploma)</li> </ul>
<b>EXPERIENCE</b>	<ul style="list-style-type: none"> <li>• A minimum of 5 years working experience with at least 2 years in management, complemented by a minimum of 1 year experience in Automotive industry within an auto body repairs environment.</li> <li>• Automotive industry experience.                             <ul style="list-style-type: none"> <li>○ Experience Quality Management; Production Management, Lean Manufacturing, Business Process Optimization,</li> <li>○ SHEQ and OHS Legislation and implementation</li> <li>○ Experience in acquiring and utilizing government and donor funding is an advantage;</li> <li>○ Business analysis</li> <li>○ Risk management;</li> <li>○ Project management and corporate governance.</li> <li>○ Corporate reporting in line with organisational performance</li> <li>○ Mentoring and Coaching of Business Owners</li> <li>○ Component costing and cost structuring</li> <li>○ Contract drafting/reviewing</li> <li>○ Union interactions</li> <li>○ Disciplinary processes</li> <li>○ Labour Relations Act</li> </ul> </li> </ul>

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## 4. COMPETENCIES

KNOWLEDGE	SKILLS	ATTRIBUTES
PFMA; Financial Management principles	Communication and presentations	Time Management
Contracts	Advanced Computer	Patience
Project Management;	Interpersonal	Tact/Tolerance/Diplomacy
Business Planning	PLOC	Attention to Detail
People Management	Problem Solving	Customer Focus
Risk management	Report writing and analysis	Innovation
	Analytical	High stress tolerance
Continuous improvement methods	Business planning	Self-control and initiative
Change Management	Networking	Ability to work independently
Performance Measurement	Coaching and mentoring	Organized
Production management and quality management systems; Supply Chain Management/Logistics	Stakeholder management	Punctual
	Relationship management	Quality Oriented
	Conflict Handling	Initiative
Entrepreneurship and incubators	Performance Measurement	Sound business acumen
Business Modelling	Relationship Versatility	
Incubation Understanding	Employee Relations	
	Entrepreneurship	
IR Dynamics	Negotiation skills	
	Incubators	
	Financial Analysis	
	IR Negotiations	

## 5. OTHER SPECIAL REQUIREMENTS

- Own reliable transport essential



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## B) DECISION MAKING

What are the most regular and complex challenges in the job? Please provide a couple of examples of regular problems that need to be resolved and not ad hoc scenarios or cases. Also indicate how these problems or challenges will be resolved.

- Manage entrepreneurs to ensure development
- Impact of decision making on the achievement of project objectives
- Projects require a high level of innovation (uniqueness)
- Diverse nature of stakeholders and role-players - managing expectations
- Unionised environment
- Dealing with unplanned strike action
- Dealing with short-time imposed by the customer resulting in No work – No pay

Please name the resources utilised by the jobholder to solve problems or make decisions, e.g. the internet, manuals, policies, procedures, external resources, etc.

- Internet, manuals, policies, procedures, external resources, liaison, networking, internal and innovation

Please provide the typical planning cycle of the job – macro as well as micro planning, e.g. macro – 3 – 5 years and micro – 1 year. Also provide examples to elaborate on the answer.

- Micro – hourly, daily; weekly, Monthly to Annual
- Macro – up to 10 yrs

How long will it normally take before the impact of the judgement calls made by the jobholder will be felt in the business?

- Immediate
- Longer term

What type of practices, procedures, policies, systems or outputs does the jobholder influence or change in his/her role as a Professional/Technical consultant or specialist – operational, tactical or strategic? Please apply the 60/40 rule and provide examples to elaborate on the answer.

- Operational activities and procedures within the Hub

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## C) ACCOUNTABILITY

What type of decisions can the jobholder take within his/her area of accountability and what type of decisions will typically be referred to the direct manager for sign off? Please provide a couple of examples of regular decisions/problem solving or judgement calls and not ad hoc scenarios or cases.

### **Jobholder accountability**

- Delegated authority– OPEX budget as per AIDC approved levels
- Delegated authority as per AIDC approved levels

### **Referral to Line Manager for approval**

- Receive directives from Exec: ID, but otherwise works very independently
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## D) COMMUNICATION

Please provide examples on the context, range and complexity of subject matters being communicated by the jobholder as well as the context, format and process of communication used to reach the target audience. Please refer to both verbal and written communication.

*(Concentrate on issues that make the communication process complex, e.g. communicating information to an audience that is not familiar with the concepts and technology, communicating to an audience that has their own opinions and the subject matter is of such a nature that no single interpretation can definitely be shown to be correct and the jobholder has to persuade the audience under these circumstances of what he/she thinks the best practice is, etc.)*

- Verbal – networking, negotiations, presentations, facilitation of discussions, engagement with stakeholders, and the like
- Written – operational plans, business plans, risks registers, submissions, presentations – internal and external, reporting, e-mail, network correspondence

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## APPROVED BY LINE MANAGER

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## CONFIRMED BY HR EXECUTIVE

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## ACKNOWLEDGED BY EMPLOYEE

Signature: \_\_\_\_\_ Date: \_\_\_\_\_