

## Job Profile Regional Manager



### JOB INFORMATION SUMMARY

<b>JOB TITLE:</b>	Regional Manager
<b>REPORTS TO:</b>	General Manager: Operations
<b>JOB GRADE:</b>	TASK level 15/ Grade D2
<b>OCCUPATIONAL LEVEL</b>	Senior Management
<b>FUNCTIONAL AREA:</b>	<b>Operations</b>
<b>COMPANY:</b>	PIKITUP SOC (Ltd)
<b>LOCATION</b>	Various Depots

### Role Purpose

To optimally manage waste management activities in the depot area by using and integrating a complex mix of technologies and resources in a manner that is aligned to the organisational strategy in support of waste minimisation programme, in order to provide a world-class waste management service to a wide range of service users in the City of Johannesburg.

### Role Requirement

Essence of the role/Key Accountabilities	Key Activities
<b>a) Implementation of Organisational Strategies and execution of Depot Operational Plans</b>	<ul style="list-style-type: none"> <li>Formulate and execute the depot operational plans in line with the organisational strategy of waste minimisation by familiarizing with the vision and mission of Pikitup, Pikitup Strategy, Business Plan, the Service Delivery Agreement (SDA) and other relevant strategic documents (e.g. GDS 2040).</li> <li>Formulate depot operational plans, standard operating procedures and action plans, on annual basis within the limits of the budget and according to the needs of the City of Johannesburg, the community and other consumers.</li> <li>Manage the effective implementation of specific depot Operational plans and informing the depot team of what the Operational plan is, and how it must be carried out and then monitor and get and provide regular feedback to ensure that the team is aligned with the Operational plan.</li> <li>Monitor whether Operational plan and standard operating procedures are effective on a regular basis. Make adjustments if necessary.</li> <li>Implement new methodologies as recommended by business.</li> <li>Formulate and ensure execution of contingency measures to ensure business continuity in the event of unexpected situations (e.g. strikes, work stoppages, etc.) as and when they arise.</li> <li>Assume ownership and implement Mayoral priority projects (e.g. Separation at Source).</li> </ul>
<b>b) Management and Control of Depot Operations</b>	<ul style="list-style-type: none"> <li>Ensure effective management processes and systems are in place to manage all aspects of waste services delivery in the depot area</li> </ul>

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	<p>in line with the organisational strategy of waste minimisation and the Service Delivery Agreement (SDA).</p> <ul style="list-style-type: none"> <li>• Map all the waste management activities in the depot areas, e.g. total street kilometres cleaned, illegal dumping spots, street bins etc.</li> <li>• Assume accountability for total waste management in the serviced areas</li> <li>• The areas of services include:               <ul style="list-style-type: none"> <li>• Refuse collection for business, informal sector, informal settlements, hostels and domestic service users</li> <li>• Street cleaning, lane cleansing, street flushing.</li> <li>• Bulk container services to industrial and business sector</li> <li>• Collection of recyclables from households and other waste categories as may be rolled out from time to time</li> </ul> </li> <li>• Control of illegal dumping</li> <li>• Ensure effective management of garden refuse sites, sorting and buy-back facilities within the operational area of the depot</li> <li>• Education of communities about Waste Management</li> <li>• Effective rollout of flagship or special programmes and projects within the depot area (e.g. S@S, Jozi@Work, Food for Waste, Waste campaigns, etc.)</li> <li>• Monitor and manage fleet and plant to ensure their effective utilisation in the allocated areas and on-time delivery of waste management services</li> <li>• Ensure and report on round balancing amongst vehicles.</li> <li>• Obtain and provide relevant statistics.</li> <li>• Manage third party contractors, Cooperatives and service providers within the depot area: Control and monitor contractor's performance in line with Pikitup's Policies, MOUs, SLAs, Contracts, etc. Ensure financial controls are developed and maintained.</li> <li>• Attend contractors' meetings, such as Jozi@Work, Separation at Source, etc.</li> <li>• Conduct random inspection tours</li> <li>• Ensure that the entire operational function complies with legislation and the SDA: Familiarise self with the requirements and constantly determine and revise the service standards and communicate these to the depot.</li> <li>• Continuously measure, check and take corrective action if the need arises.</li> <li>• Manage the depot operations function to ensure optimal productivity, through the maximum effective utilisation of all resources such as fleet and equipment: Draw up daily service schedules and ensure adequate resources (i.e. staff and equipment) to carry out these schedules.</li> <li>• Maintain capital assets: Keep an asset register, and make regular checks to monitor losses, address the losses and keep general record with regard to the assets.</li> <li>• Develop and manage the maintenance programme of depot assets in conjunction with Facilities department</li> <li>• Perform Depot Capex Needs Analysis on an annual basis and recommend Capex projects</li> <li>• Monitor customer complaints and or trouble tickets and ensure that these are addressed timeously and seek feedback from the complainant.</li> </ul>
<b>c) Liaison, Public Relations and General Marketing</b>	<ul style="list-style-type: none"> <li>• Champion the City's waste minimisation agenda at depot level, both within the depot and the communities serviced</li> <li>• Liaise with key clients on an ongoing basis to find out their needs</li> </ul>

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	<p>and make necessary adjustments to provide them with required service</p> <ul style="list-style-type: none"> <li>• Interact proactively with relevant statutory bodies in order to influence environmental legislation, by giving feedback on customer needs and behaviours</li> <li>• Ensure that public requests and complaints receive prompt attention and action, by mobilising depot resources</li> <li>• Identify opportunities for new markets and relay this information to the marketing function on an ad hoc basis.</li> <li>• Market all services and ensure that a stable client base is maintained, by using the marketing tools provided by the Marketing department and by rendering excellent service to customers.</li> <li>• Instil a sense of "value for customer care and service" within the depot</li> <li>• Attend regularly regional service delivery meetings.</li> <li>• Interact with Communications Manager and the community outlining Pikitup operational activities e.g. local newspapers and radio stations.</li> </ul>
<b>d) Knowledge Management, Research, and Continuous Improvement</b>	<ul style="list-style-type: none"> <li>• Update depot information fact sheets</li> <li>• Keep accurate statistics of illegal dumping, RCR collection rates and completion time, street cleaning kilometres, tonnages collected, third party contractors' statistics, SLA compliance, number of utilisation of bins and bin liners, absenteeism / manpower availability, plant and equipment availability, bins per round kilometre/trips, etc.</li> <li>• Identify research and technology needs and recommend the implementation of research projects and new technology to business and to relevant management</li> <li>• Identify operational bottlenecks and inefficiencies and recommend the implementation of continuous improvement projects and business re-engineering projects to business and to relevant management</li> <li>• Monitor the Management Information System by ensuring that data is captured daily, with regards to the daily trip sheets, weigh bridge certificates and Tachometers. Analyse information on a weekly basis, to ensure meeting of standards, and take the necessary corrective action to ensure that standards are met and optimal productivity ensured.</li> </ul>
<b>e) Financial Management and compliance</b>	<ul style="list-style-type: none"> <li>• Assess the operating and capital budget requirements for the depot in conjunction with the GM: Operations, the Finance Department and the COO</li> <li>• Monitor, control and check the income and expenditure, in order to stay within the budget at all times, by comparing the actual vs. budgets on a regular basis.</li> <li>• Ensure compliance with financial regulations.</li> <li>• Meet financial targets set by the Finance Department, by ensuring the optimal delivery of service through the optimal use of resources and by checking the nature of revenue generated.</li> <li>• Pursue possibilities of increasing the depot's service in order to increase its income.</li> <li>• Introduce a loss control program that will increase the depots productivity by monitoring equipment, stores, damage, overtime and salaries.</li> <li>• Ensure that necessary information is submitted to the Finance Department</li> <li>• Monitor, control and check the income and expenditure, in order to</li> </ul>

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	<p>stay within the budget at all times, by comparing the actual vs. budgets on a monthly basis.</p> <ul style="list-style-type: none"> <li>• Ensure compliance with financial regulations, e.g. MFMA.</li> <li>• Meet financial targets set by the Finance Department, by ensuring the optimal delivery of service through the optimal use of resources and by checking the nature of revenue generated.</li> <li>• Pursue possibilities of increasing the depot's service in order to increase its income and customer satisfaction.</li> <li>• Introduce a loss control program that will increase the depots productivity by monitoring equipment, stores, damage, overtime and salaries.</li> <li>• Ensure that necessary information is timeously submitted to the Finance Department</li> <li>• Manage cost commitment and overtime by:               <ul style="list-style-type: none"> <li>- Ensuring availability of funds and budget compliance.</li> <li>- Monitoring budget vs. actual.</li> <li>- Planning and informing Finance of expected monthly costs.</li> </ul> </li> <li>• Ensure availability of materials including PPE (stock levels).</li> <li>• Engage in projects that will reduce overtime expenses.</li> <li>• Oversee and report on bin and bin liner management replacement</li> <li>• Manage resources (vehicle and fuel): Investigate occurrences etc and information from LTO.</li> <li>• Ensure that capital-planning programs are in place: Establish operation needs and liaise with Finance regarding risk and cost.</li> </ul>
<b>f) Safety</b>	<ul style="list-style-type: none"> <li>• Oversee Disabling Injury Frequency Rate (DIFR)</li> <li>• Ensure compliance to relevant legislation e.g. Occupational Safety &amp; Health Act (OSHA), National Environmental Management Act (NEMA) and other pieces of legislation including Growth and Development Strategy of the City of Joburg.</li> <li>• Implementation of an integrated SHE management system for the area of responsibility based on ISO 14001 and OHSAS 18001</li> <li>• Ensure monthly safety meetings.</li> <li>• Ensure Safety Representatives conduct monthly inspections.</li> <li>• Ensure staff are trained on safety.</li> </ul>
<b>g) Supervision/ Management of Employees and Staff Development</b>	<ul style="list-style-type: none"> <li>• Ensure that key deliverables on Pikitup's organisational strategy of waste minimisation, business plan and SDA are cascaded into the KPAs and KPIs of all relevant management and supervisory staff at the depot</li> <li>• Supervise staff through informal and formal discussions</li> <li>• Manage staff performance through implementing the performance management system. Conduct needs analysis discussions based on performance appraisals and determine staff training needs</li> <li>• Maintain an open-door policy with regard to subordinates to empower them to seek assistance and to motivate them when required</li> <li>• Discipline staff if required</li> <li>• Provide ongoing training and development.</li> <li>• Provide counselling.</li> <li>• Attend organised labour meetings</li> <li>• Attend Depot Manager's brief to staff (weekly).</li> <li>• Act as presiding officer at hearing or present the company at</li> </ul>

**Role Requirement**

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	hearing. <ul style="list-style-type: none"> <li>• Ensure vacancies are advertised and filled: recommend changes to depot structure in consultation with GM Operations and COO.</li> <li>• Oversee succession planning and its implementation in consultation with GM: Operations and COO</li> <li>• Ensure adherence to internal staff regulations and statutory obligations i.e. Basic Conditions of Employment Act (BCEA), Employment Equity (EE)</li> <li>• Ensure development and maintenance of leave roster.</li> <li>•</li> </ul>

**KEY RELATIONSHIP INTERFACES**

**Internal Key Relationships (to Pikitup):**

- Chief Operations Officer
- GM: Operations
- Executives
- Pikitup staff, particularly large operations team

**External Relationships (with departments and other key parties):**

- City of Johannesburg (Shareholder)
- Government Departments
- Consultants
- Shareholders and the public

**Job Specific Requirements**

**Competencies (Knowledge, skills and attributes)**

Skills	Behaviours
<ul style="list-style-type: none"> <li>• Analysis and problem solving</li> <li>• Organising &amp; prioritising</li> <li>• Conflict resolution</li> <li>• Influencing and persuading</li> <li>• Employment relations, negotiation and mediation</li> <li>• Strategy formulation and implementation</li> <li>• Operational management</li> <li>• Strategic planning</li> <li>• Networking</li> <li>• Teamwork and team building</li> <li>• Change management</li> <li>• Performance management</li> <li>• Strong verbal and written communication and presentation skills</li> <li>• Report writing</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic thinking</li> <li>• Honesty and Integrity</li> <li>• Motivating and empowering staff</li> <li>• Diplomacy and tact</li> <li>• Attention to detail</li> <li>• Judgement and decision making</li> <li>• Networking and collaboration</li> </ul>

**Job profile: Regional Manager**

<ul style="list-style-type: none"> <li>• Interpersonal skills</li> <li>• Computer skills including Ms Word and SAP</li> </ul>	
<p><b>Knowledge:</b> State the job knowledge required</p>	<ul style="list-style-type: none"> <li>• Strong Commercial Knowledge/ understanding</li> <li>• Knowledge of waste management services</li> <li>• Knowledge of relevant legislation</li> <li>• Knowledge and/or understanding of Municipal Finance Management Act (MFMA) and regulations</li> <li>• Knowledge of local and international trends and best practices in operations management and waste management</li> <li>• Knowledge of internal standards relating to operations management</li> <li>• Knowledge of Treasury Regulations and Public Service Regulations</li> <li>• Knowledge of the South African Auditing Standards</li> <li>• Knowledge of Fleet and Logistics Management</li> </ul>

**Qualifications**

Minimum	Ideal
<ul style="list-style-type: none"> <li>• A bachelor's degree within majors or modules in relevant disciplines such as, Waste Management or Operations Management</li> <li>• Driver's license and access to own vehicle</li> </ul>	<ul style="list-style-type: none"> <li>• A postgraduate qualification in a relevant field will be an added advantage</li> </ul>

**Experience**

Minimum	Ideal
<ul style="list-style-type: none"> <li>• A minimum of five (5) years' relevant operations or waste management experience in a comparable environment</li> <li>• Three (3) years' experience in a management role</li> <li>• Experience working in a public service or local government environment</li> </ul>	<ul style="list-style-type: none"> <li>• 8 Years operations management experience</li> <li>• 5 years' experience management Level</li> </ul>

**Job profile approved by:**

<b>Name (Incumbent)</b>	<b>Signature</b>	<b>Date</b>
<b>Name (1<sup>st</sup> level Manager)</b>	<b>Signature</b>	<b>Date</b>