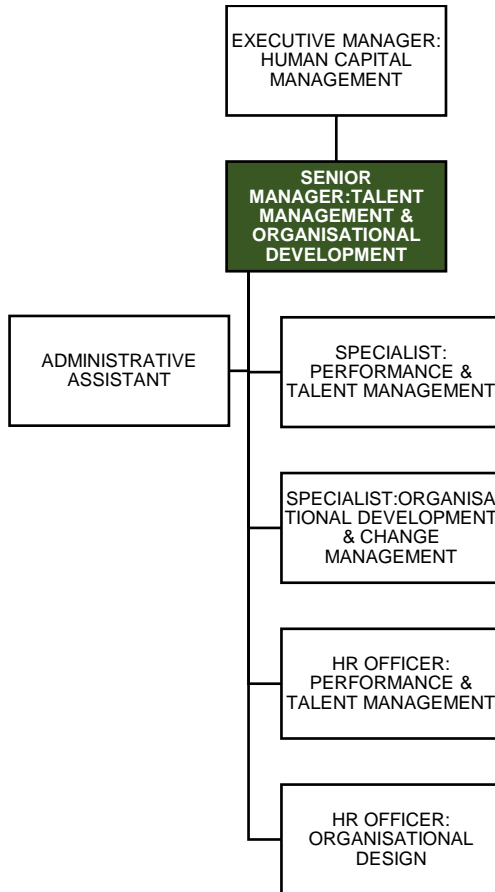


## Job Profile

PROFILE INFORMATION			
<b>JOB TITLE</b>	<b>SENIOR MANAGER: TALENT MANAGEMENT &amp; ORGANISATIONAL DEVELOPMENT</b>		
<b>JOB CLUSTER AND RANK</b>	Management (Commandant)		
<b>REGION/DIVISION</b>	<b>Human Capital Management</b>		
<b>LOCATION</b>	Head Office		
<b>MANAGER/SUPERVISOR</b>	<b>Executive Manager: Human Capital Management</b>		
<b>SUPERVISION</b>	Specialist: Performance & Talent Management Specialist: Organisational Development & Change Management HR Officer: Performance & Talent Management HR Officer: Organisational Design Administrative Assistant		
<b>PEER RELATIONSHIPS</b>	Other Senior Managers		
<b>GRADE</b>		Grading Date	
<b>LIAISON</b>	<b>INTERNAL</b>	All Business Units	
	<b>EXTERNAL</b>	Stakeholders	

PURPOSE STATEMENT
Responsible for designing and implementing strategies and programs that attract, develop, and retain top talent, while fostering a culture of learning, growth, and continuous improvement.

## ORGANOGRAM



## DESCRIPTION

Key Performance Areas (KPA's)	Roles and Responsibilities	Weight %	Key Performance Indicators (KPIs)
<b>Strategic Planning and Executive</b>	<ul style="list-style-type: none"> <li>Work closely with executive leadership to develop and implement strategic plans that align with the organization's goals and objectives.</li> </ul>	<b>10%</b>	

Key Performance Areas (KPA's)	Roles and Responsibilities	Weight %	Key Performance Indicators (KPIs)
	<ul style="list-style-type: none"> <li>• Identify growth opportunities, assess risks, and develop strategies to drive business success.</li> <li>• Monitor market trends, competitive landscape, and industry developments to proactively identify opportunities and challenges.</li> <li>• Oversee the execution of strategic initiatives, ensuring timely completion and alignment with established objectives.</li> </ul>		
<b>Talent Management</b>	<ul style="list-style-type: none"> <li>• Develop and implement talent management strategies to identify, attract, and retain high-potential employees.</li> <li>• Collaborate with Human Capital team to design and implement effective recruitment, selection, and onboarding processes.</li> <li>• Develop and oversee succession planning initiatives to ensure a pipeline of future leaders.</li> <li>• Implement performance management processes and tools to drive high performance and accountability.</li> <li>• Design and implement employee career development programs, including mentoring, coaching, and training opportunities.</li> <li>• Design and implement leadership development programs to build a strong leadership bench.</li> <li>• Identify leadership competencies and create development plans to address skill gaps.</li> <li>• Provide coaching and support to senior leaders to enhance their leadership capabilities.</li> <li>• Facilitate leadership development workshops and training sessions.</li> <li>• Evaluate the effectiveness of leadership development initiatives and make continuous improvements.</li> </ul>	<b>20%</b>	
<b>Performance Management</b>	<ul style="list-style-type: none"> <li>• Design and implement performance management processes and tools to align individual and team goals with BMA objectives.</li> </ul>	<b>20%</b>	

Key Performance Areas (KPA's)	Roles and Responsibilities	Weight %	Key Performance Indicators (KPIs)
	<ul style="list-style-type: none"> <li>• Develop performance metrics and dashboards to track and analyze performance trends.</li> <li>• Provide guidance and coaching to managers on performance feedback, goal setting, and performance improvement plans.</li> <li>• Develop and implement performance recognition and reward programs</li> </ul>		
<p><b>Organisational Development</b></p>	<ul style="list-style-type: none"> <li>• Lead organizational development initiatives to enhance the effectiveness and agility of the BMA.</li> <li>• Conduct organizational assessments and develop strategies to drive cultural change and improve employee engagement.</li> <li>• Design and implement change management strategies to support major organizational initiatives.</li> <li>• Foster a culture of innovation, collaboration, and continuous learning.</li> <li>• Develop and implement employee engagement strategies to promote a positive and inclusive work environment.</li> <li>• Lead change management initiatives and support the organization in successfully navigating periods of transition.</li> <li>• Develop change management strategies, communication plans, and stakeholder engagement strategies.</li> <li>• Provide guidance and support to leaders and managers in effectively managing change within their teams.</li> <li>• Evaluate the impact of change initiatives and make adjustments as needed.</li> </ul>	<p><b>20%</b></p>	
<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> </ul>	<p><b>10%</b></p>	<ul style="list-style-type: none"> <li>• Timeous submission of governance reports</li> <li>• Strategic Risk Register</li> </ul>

Key Performance Areas (KPA's)	Roles and Responsibilities	Weight %	Key Performance Indicators (KPIs)
	<ul style="list-style-type: none"> <li>• Facilitate and oversee the development and monitoring of policies, standard operating procedures, systems and controls.</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 Service Level Agreements to minimise business risk and ensure business continuity.</li> <li>• Ensure adherence in the divisional team to all relevant laws, policies and Standard Operating Procedures throughout the organisation.</li> </ul>		<ul style="list-style-type: none"> <li>• Approved Policies and Procedures</li>   <li>• Audit Reports</li> </ul>
<p><b>Stakeholder Management and Relations</b></p>	<ul style="list-style-type: none"> <li>• Cultivate strategic partnerships and collaborations with relevant institutions.</li> <li>• Build and maintain relationships with all BMA business units for the purposes of expectations management and knowledge sharing.</li> <li>• Provide advocacy on matters related to Employee Relations, Health and Wellness to empower the BMA stakeholders to make informed decisions.</li> <li>• Represent and participate in the organisation's committees and tasks teams when required.</li> </ul>	<p><b>10%</b></p>	<ul style="list-style-type: none"> <li>• Implemented stakeholder engagement activities</li>   <li>• Stakeholder Engagement Survey</li>   <li>• Stakeholder Engagement Plan implemented</li> </ul>

Key Performance Areas (KPA's)	Roles and Responsibilities	Weight %	Key Performance Indicators (KPI's)
	<ul style="list-style-type: none"> <li>• Convene and attend meetings and present findings and business cases to relevant stakeholders when required.</li> <li>• Implement timeous communication on progress and challenges in achieving the operational work plans to impact stakeholders.</li> <li>• Attend industry related forums, conferences, and workshops to gain industry insight for the purpose of business improvement.</li> </ul>		<ul style="list-style-type: none"> <li>• External Media Communication and press releases</li> <li>• Committee and task team attendance</li> <li>• Number of presentations</li> </ul>
<b>Budget and Financial Management</b>	<ul style="list-style-type: none"> <li>• Develop 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>10%</b>	<ul style="list-style-type: none"> <li>• Annual Operational Budget</li> <li>• Variance Report</li> <li>• Budget Compliance Report</li> <li>• BBEE 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> </ul>	<b>10%</b>	<ul style="list-style-type: none"> <li>• All staff members have revised up to date job profiles</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>



Key Performance Areas (KPA's)	Roles and Responsibilities	Weight %	Key Performance Indicators (KPIs)
	<ul style="list-style-type: none"> <li>Lead and drive the management of poor performance and disciplinary matters in line with the BMA's policies and procedures.</li> </ul>		

CAREER PATH		
Senior Manager: Talent Management & Organisational Development	Executive Manager: Human Capital Management	Chief Officer: Corporate Affairs

MINIMUM REQUIREMENTS/EXPERIENCE/KNOWLEDGE	
Minimum Qualifications	<ul style="list-style-type: none"> <li>An undergraduate qualification in Human Resource Management / Organizational Psychology, Business Administration, or any relevant qualification at NQF level 7 as recognized by SAQA.</li> <li>An NQF level 8 and above qualification will be an added advantage.</li> </ul>
Minimum Experience	<ul style="list-style-type: none"> <li>8-10 Years' Experience in talent management, organizational development, and leadership development, preferably in a managerial or leadership role.</li> <li>Proven experience in designing and implementing talent management and organizational development strategies and programs.</li> </ul>
Knowledge	<ul style="list-style-type: none"> <li>Strong knowledge of talent acquisition, performance management, leadership development, and change management.</li> <li>Border Management Authority Act, 2020.</li> <li>Knowledge and understanding of research methods.</li> <li>Knowledge and understating of the application of Public Service legislative framework (PSA, PFMA, LRA, PSR etc.</li> <li>Knowledge and understanding of bargaining process and dispute resolutions.</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>May be required to work overtime.</li> <li>Valid driver's License</li> </ul>

COMPETENCIES		
VALUES	FUNCTIONAL	BEHAVIOURAL ATTRIBUTES (ENABLING)
<ul style="list-style-type: none"> <li>Excellence</li> </ul>	<ul style="list-style-type: none"> <li>Ability to consult and coach</li> </ul>	<ul style="list-style-type: none"> <li>Emotional Intelligence</li> </ul>



<ul style="list-style-type: none"> <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>• Project Management</li> <li>• Communication (Verbal and Written)</li> <li>• Asset Life Cycle management</li> <li>• Time Management</li> <li>• Change Management</li> <li>• Conflict Management</li> <li>• Risk Management</li> </ul>	<ul style="list-style-type: none"> <li>• Decision Making &amp; Problem Solving</li> <li>• Resilience</li> <li>• Negotiating</li> <li>• Interpersonal Relations</li> <li>• Team Leadership</li> <li>• Persuasion and influencing</li> <li>• Confidentiality</li> <li>• Professionalism</li> <li>• Honesty and integrity</li> <li>• Attentive to detail and accuracy</li> </ul>
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SYSTEM SKILLS	
Title	Level
Microsoft Office Suite	Intermediate