

## Job Profile General Manager: Operations



JOB INFORMATION SUMMARY	
<b>JOB TITLE:</b>	General Manager: Operations
<b>REPORTS TO:</b>	Chief Operations Officer
<b>JOB GRADE:</b>	E1
<b>OCCUPATIONAL LEVEL</b>	Senior Management
<b>FUNCTIONAL AREA:</b>	<b>Operations</b>
<b>COMPANY:</b>	PIKITUP SOC (Ltd)
<b>LOCATION</b>	Head Office/Various Depots

### Role Purpose

To provide strategic, technical and operational management support to the Chief Operating Officer in the transformation of Pikitup operations, with a specific emphasis on the depots, to a high performing organisation. This duty requires balancing a combination of gravitas and mature leadership to ensure delivery through influence, persuasion, coaching and direct intervention. Key responsibilities include:

- Introduce uniform standards and procedures of operation through all depots, and in doing so introduce a consistent standard of service delivery excellence across the City.
- Improve processes and systems within operations to maximise efficiency and cost effectiveness.
- Improve depot infrastructure so that depots represent excellent places of work for an employee of the City of Johannesburg.
- Build a strong culture of governance and compliance through the tracking and resolving of all audit queries.
- Ensure a consistent, impactful and long-term approach to skills development is introduced and sustained at the depot level.
- Drive and instil a high performance culture by ensuring that there is compliance in all matters pertaining to Performance Management by direct reports and their subordinates.
- Proactively manage all labour disputes and create a conducive and cooperative relationship between management, workers and unions
- Develop and implement operations strategy and plans
- Monitoring and evaluation of operations strategy and plans
- Implement risk mitigation plans.

### Role Requirement

Essence of the role/Key Accountabilities	Key Activities
<b>a) Development and Entrenchment of Uniform Standards and Procedures</b>	<ul style="list-style-type: none"> <li>• Drive alignment of the strategic direction of the Pikitup and organisational effectiveness;</li> <li>• Manage change initiatives and processes. Develop a depot operating manual and standard operating procedures;</li> <li>• Ensure consistency of operations and activities across all depots and garden refuse sites;</li> <li>• Ensure that all housekeeping activities are being followed;</li> <li>• Promote information and best practice sharing between depots.</li> </ul>
<b>b) Resource Optimisation</b>	<ul style="list-style-type: none"> <li>• Optimise resources (fleet and people);</li> </ul>

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Role Requirement	
Essence of the role/Key Accountabilities	Key Activities
	<ul style="list-style-type: none"> <li>Ensure key operational activities such as: bulk and dailies, informal settlements and illegal dumping are meeting the business plan targets;</li> <li>Set up uniform and consistent interaction with JMPD around enforcement</li> </ul>
<b>c) Business Process and System Improvements</b>	<ul style="list-style-type: none"> <li>Design and implement new business processes and systems.</li> </ul>
<b>d) Entrench Good Governance and compliance</b>	<ul style="list-style-type: none"> <li>Resolve internal and external audit findings;</li> <li>Track all internal audit queries to resolution;</li> <li>Track all AG queries to resolution.</li> </ul>
<b>e) Financial Management</b>	<ul style="list-style-type: none"> <li>Ensure all necessary financial systems are in place;</li> <li>Ensure participation in all SCM processes;</li> <li>Liaise with facilities with respect to depot maintenance and upgrading and costs;</li> <li>Work with fleet on the current and future management and maintenance of fleet;</li> <li>Entrench sound financial management and ensure financial systems and controls are operational.</li> </ul>
<b>f) Contract Management</b>	<ul style="list-style-type: none"> <li>Ensure that robust contract management is in place.</li> </ul>
<b>g) Monitoring and Evaluation</b>	<ul style="list-style-type: none"> <li>Standardise and regularise monitoring, reporting and evaluation.</li> </ul>
<b>h) HR Management</b>	<ul style="list-style-type: none"> <li>Implement and maintain the biometric system;</li> <li>Manage employee relations at the depot level;</li> <li>Implement performance Management;</li> <li>Implement skills development programmes;</li> <li>Manage disciplinary and grievance backlogs;</li> <li>Deal with structures at depot level, functional design of depot structures and attending to long standing acting agreement;</li> <li>Carryout Human Resources Management and Employee Relations liaison and fast tracking of long outstanding Employee Relations matters.</li> </ul>

**KEY RELATIONSHIP INTERFACES**

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

- Chief Operations Officer
- Executives
- Pikitup's Senior Management.
- 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> <li>• Interpersonal skills</li> <li>• Computer skills including Ms Word and SAP</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>
<p><b>Knowledge:</b> State the job knowledge required</p>	<ul style="list-style-type: none"> <li>• Strong Commercial Knowledge/ understanding</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 Environmental Science, 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 eight (8) years' relevant operations or waste management experience in a comparable environment</li> <li>• Five (5) years' experience at management level</li> <li>• Experience working in a local government environment</li> </ul>	<ul style="list-style-type: none"> <li>• 10 Years operations management experience</li> <li>• 5 years' experience at Senior Management Level</li> </ul>

**Job profile approved by:**

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**Name (Incumbent)**

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**Signature**

\_\_\_\_\_  
**Date**

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**Name (1<sup>st</sup> level Manager)**

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**Signature**

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**Date**