

**JOB PROFILE**

<b>JOB TITLE</b>	Chief Executive Officer (CEO)
<b>JOB LEVEL</b>	
<b>DIVISION</b>	Office of the CEO
<b>NUMBER OF JOB HOLDERS</b>	01
<b>LOCATION</b>	Head Office

**JOB PURPOSE**

To direct the development of short and long term strategic objectives, policies, budgets and operating plans for the organisation. Accountable to the Board for the on-going /sustainable viability, stability, growth and transformation of the organisation, as well as the agreed business strategy and agreed performance and development targets.

## 1. INDICATIONS OF WORK OUTPUT ACHIEVEMENT

<b>Key Performance Areas</b>	<b>Inputs / Activities</b> (These are tasks related to the particular KPA)	<b>Key Performance Indicators</b> (These are statements that refer to the quality & standards of KPA, i.e. what would the manager be looking for to ensure that a specific KPA has been successfully completed)	<b>Weighting %</b>
<b>1. Lead and oversee the implementation of LEDA's strategic mandate</b>	<ul style="list-style-type: none"> <li>• Direct the development of LEDA's vision, mission and strategic goals.</li> <li>• Oversee the implementation of the LEDA's long and short term plans in accordance with the strategy.</li> <li>• Ensure that all divisions have established strategies, processes and procedures in place that are aligned to the LEDA strategies.</li> <li>• Ensure the establishment of effective, efficient and transparent internal controls and maintain a strong control environment.</li> <li>• Assist the Board to articulate its own role and evaluate its performance regularly.</li> <li>• Communicate effectively with employees, government authorities and other stakeholders.</li> <li>• Manage and cascade operations strategy through the Executive Management team to ensure implementation across LEDA.</li> <li>• Keep abreast of all programmes and projects undertaken by all divisions within LEDA.</li> <li>• Drive the creation of a sustainable and high performing environment and culture that supports LEDA strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Updated and approved LEDA strategy</li> <li>• A strategic/corporate plan translated into business plans and well communicated with all divisions reflecting clear and detailed targets.</li> <li>• Approved annual performance plan.</li> <li>• Attainment of quarterly and annual targets</li> <li>• An approved organisational structure aligned to LEDA's strategy.</li> <li>• Effective monitoring and evaluating framework in place</li> <li>• Well established, multi – disciplinary research platforms in place.</li> <li>• Functional performance management system (PMS)</li> </ul>	25
<b>2. Foster a culture of compliance</b>	<ul style="list-style-type: none"> <li>• Establish and maintain appropriate policies and procedures.</li> <li>• Establish and maintain an effective monitoring and evaluation framework.</li> <li>• Ensure that operations and activities of LEDA are conducted in accordance with applicable regulations.</li> <li>• Ensure good Corporate Governance.</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve unqualified audit opinion</li> <li>• Compliance with applicable legislations (PFMA,NCA,Companies Act etc.)</li> <li>• Functional Statutory Committees</li> <li>• Timely submission of statutory returns and reports</li> </ul>	10

<b>3. Manage and oversee projects and programs aligning with the LEDA strategy</b>	<ul style="list-style-type: none"> <li>• Ensure implementation of all major projects and programmes that derive from LEDA's strategic objectives.</li> <li>• Facilitate the re-capitalisation of functions to ensure full industrial diversification.</li> <li>• Ensure effective management and evaluation of all LEDA investments.</li> <li>• Evaluate existing investments to increase performance or determine options to discontinue.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of implemented projects and programmes relative to the set targets.</li> <li>• Programme delivery by sector as per strategic mandate.</li> <li>• Realisation of re-capitalisation objectives</li> <li>• Implementation and utilisation of Boston Consulting Group (BSG) metrics to make investment decisions.</li> <li>• Periodic reporting on all investments (Associates)</li> </ul>	35
<b>4. Optimisation Resource utilisation</b>	<ul style="list-style-type: none"> <li>• Develop and manage organisation-wide budget</li> <li>• Assume overall accountability for the financial resources utilisation within LEDA.</li> <li>• Regularly monitor progress of divisional performance against targets and achievement of LEDA goals and objectives in accordance with expected targets.</li> </ul>	<ul style="list-style-type: none"> <li>• Regular and ring-fenced management information.</li> <li>• Operational Performance to targets ( budget and APP)</li> <li>• Optimal placement of staff to ensure reduced vacancies and acting positions.</li> <li>• Quaterly performance appraisals</li> </ul>	20
<b>5. Forge and maintain strategic partnerships</b>	<ul style="list-style-type: none"> <li>• Develop and sustain functional relationships with relevant organisations.</li> <li>• Cultivate and enhance a good corporate governance image and maintain the company's corporate brand.</li> <li>• Expand LEDAs funding base through existing funders, developing new sources of funding, and a major focus on increasing LEDA's capital base.</li> </ul>	<ul style="list-style-type: none"> <li>• Well established and broad stakeholder engagements</li> <li>• Appropriate publication and branding material</li> <li>• Well established partnerships with key stakeholder groups within the province, nationally and internationally</li> <li>• Functionality of MOUs and MOAs</li> </ul>	10

## 2 RESPONSIBILITY

Leading role on company strategy, finance, policy formulation and Spokesperson for LEDA

## 3 JOB RELATIONSHIPS

Indicate on the structure that follows:

<b>To whom does this position report</b>	The Board
<b>Who reports to this position</b>	Chief Operating Officer (COO) Chief Financial Officer (CFO) Divisional Executives CEO of Subsidiaries Company Secretary Chief Internal Auditor Personal Assistant
<b>Who are peers in this Unit / Division</b>	None

## 4 REQUIREMENTS

What are the MINIMUM requirements in order to perform this job

<b>Qualifications:</b> i) Tertiary ii) Functional (job related)	<ul style="list-style-type: none"> <li>• Post graduate qualification in relevant field</li> </ul>
<b>Experience:</b> Include minimum period required of such experience	<ul style="list-style-type: none"> <li>• A minimum of 5 years experience at an executive level.</li> <li>• More than 10 years industry experience.</li> <li>• A well-established network of professional contacts in relevant fields.</li> <li>•</li> </ul>
<b>Knowledge:</b> State the job knowledge required by this position	<ul style="list-style-type: none"> <li>• Knowledge of the Public Finance Management Act and other relevant legislations.</li> <li>• Detailed knowledge of national and provincial government priorities and their impact on LEDA priorities.</li> <li>• Knowledge in the following areas is required: economic development finance and strategy; oral and written communications; planning and evaluation; and governance.</li> <li>• Knowledge and understanding of Government priorities, legislation and corporate governance</li> <li>• Comprehensive understanding and experience of forecasting, budgeting and financial management</li> <li>• People Management – effective people management and motivation skills.</li> <li>• High degree reporting requirements.</li> <li>• Project management</li> </ul>
<b>Skills:</b> State the essential skills required performing the core functions of this position	<ul style="list-style-type: none"> <li>• Able to analyse complex situations, which have multiple and conflicting priorities. Able to place these situations into relevant, long-term context and to present solutions that address these conflicting priorities in the long-term.</li> <li>• Use imagination and creative insight to suggest a range of possible solutions. Able to turn problems into opportunities.</li> <li>• Decision-making and judgement is based on an awareness of the issues (knock-on effects, constraints and sensitivities) beyond the immediate “boundary” of the situation.</li> <li>• Produces convincing long-term solutions that address the wider context.</li> <li>• Able to inspire others and has a strong personal commitment to the attainment of set goals.</li> </ul>

	<ul style="list-style-type: none"> <li>• Good verbal and written skills, able to present ideas with confidence and clarity to achieve the desired impact.</li> <li>• Copes under pressure and is able to influence those who have an impact on the situation in the long-term</li> <li>• Detailed and analytical, and Excellent presentation skills</li> </ul>
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## 5 HUMAN RELATION SKILLS

These skills relate to the manner in which the jobholder understands and work with other people, and influence them in changing attitudes and behaviour in the work environment, in order to achieve the objectives of this position.

Liaison with internal stakeholders

<i>Who</i>	<i>Purpose of the communication</i>
<ul style="list-style-type: none"> <li>• Executive management team</li> <li>• Heads of Departments and general employee population</li> </ul>	<ul style="list-style-type: none"> <li>• Engagement and strategy development</li> <li>• Strategy communication and cascading of performance targets and expectations</li> </ul>

Liaison with external stakeholders

<i>Who</i>	<i>Purpose of the communication</i>
<ul style="list-style-type: none"> <li>• Relevant stakeholders in the Industry</li> </ul>	<ul style="list-style-type: none"> <li>• Engagement on economic development issues and progress of existing programs</li> </ul>

## 6 PROBLEM SOLVING

Indicate the level of thinking required in this position to resolve problems and to avoid possible difficulty

<i>Problem Solving Styles</i>	<i>Required level</i>				
Dealing with complexity 1-Low; 5-High	1	2	3	4	5
Focus on Tangible and Intangible information 1-Tangible; 5 Intangible	1	2	3	4	5
Time frame in which feedback is expected 1-Short Term; 5 Long Term	1	2	3	4	5
Amount of structure required within the work environment 1-Structured; 5 - Unstructured	1	2	3	4	5

## 7 JOB DIMENSIONS

These dimensions identify this position's accountability in terms of:

<b>Financial</b>		
Responsible for own budget		
<b>Planning</b>		
Long term: three to five year strategy as per the recommendation of the board and at a detailed level, yearly priorities and objectives.		
<b>Time Frames</b>		
Is this position required to plan in the short ( <i>daily, weekly, monthly</i> ), medium ( <i>6 – 24 months</i> ) or long ( <i>more than 2 years</i> ) term? Briefly provide below details of the nature of the planning as well as the time frames:		
<b>Short Term (Self)</b> (Daily, weekly, Monthly)	<b>Medium Term(Team)</b> 3 – 24 months	<b>Long Term (Organisation)</b> 2 years →
<ul style="list-style-type: none"> <li>• Daily planning for self</li> <li>• Weekly – assess problem areas as a result of daily tasks and plan for resolution in following weeks</li> <li>• Monthly – plan own work schedule, monthly meetings to set targets and determine priorities for the month. Monitor progress of implementation projects</li> </ul>	<ul style="list-style-type: none"> <li>• Alignment of own plans with the Unit's plans</li> <li>• Performance management</li> <li>• Plan office accommodation and layout</li> <li>• Plan maintenance schedules for fleet vehicles</li> <li>• Plan working programmes of subordinates</li> </ul>	<ul style="list-style-type: none"> <li>• Establish internal customer service satisfaction criteria and service level agreements with customers</li> </ul>

## 8 CONSENSUS ON CONTENTS OF JOB PROFILE

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
(Job Holder's Signature)

\_\_\_\_\_  
(Job Holder's Name)

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
(Supervisor's / Manager's Signature)

\_\_\_\_\_  
(Supervisor's / Manager's Name)