



## JOB PROFILE – CHIEF EXECUTIVE OFFICER

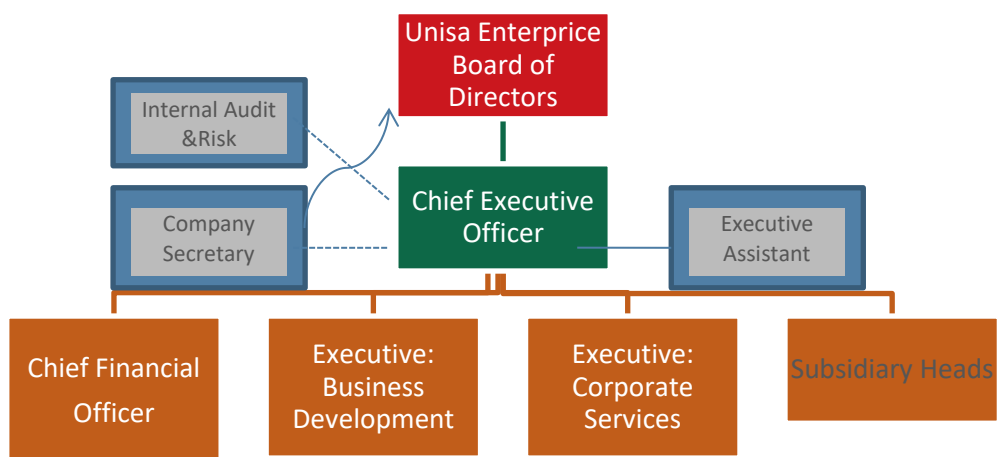
### 1. Position Detail

Job Title (Company)	Chief Executive Officer
Job Title (Generic)	Chief Executive Officer
Current Job Grade	
Date Reviewed	23/11/2021
Closing Date	04/07/2022
Location	UNISA Enterprise

### Position in the Organisation:

Department	Chief Executive Office
Position being Evaluated	Chief Executive Officer
1st Line Manager	Chairman of the Board
2nd Line Manager	N/A
Direct Subordinate(s)	CFO, Executive: Business Development/sales, Executive Head: Corporate Services, Company Secretary, Audit and Risk , Executive Assistant, Subsidiary Heads.

Organisational structure: (Include 2 levels up and 1 level down)



Overall Purpose of the Job
The key focus area for the Chief Executive Officer of Unisa Enterprise (UE) is to lead and grow UE, provide strategic, operational and financial leadership for UE to maximize the Third Revenue Stream Income (TSI) for UNISA, while coordinating and working with the Board of Directors and senior leadership team

**Education (Formal Qualification Required)**

Minimum
<ul style="list-style-type: none"> <li>- Master's degree in business/ MBA</li> <li>- NQF Level 9</li> </ul>
Ideal
<ul style="list-style-type: none"> <li>- Strategy development</li> <li>- Business start-up</li> <li>- Stakeholder relationship management</li> <li>- Strategic financial management</li> </ul>

**Legal Requirements (e.g. Driver's License, Blasting Certificate, etc.)**

Minimum
Code 8 Drivers License
Ideal
N/A

**Training and Knowledge (Should the current incumbent leave)**

Minimum
<ul style="list-style-type: none"> <li>- Business development processes</li> <li>- Leadership capabilities</li> <li>- Governance Processes</li> <li>- Stakeholder relationship management</li> </ul>
Ideal
<ul style="list-style-type: none"> <li>- Broad business sector experience</li> </ul>

**Experience (Minimum Experience Required - type and number of years)**

Minimum	Minimum time spent in job
<p><b>Essential experience:</b></p> <ul style="list-style-type: none"> <li>- 10 years' experience as a CEO or Senior Executive Level experience in managing an enterprise/organization</li> <li>- 10 years' prior experience and background in corporate finance and transaction structuring within a reputable financial institution or corporate organization</li> <li>- 7 years' prior experience and skills in mergers and acquisitions;</li> <li>- 10 years' prior experience in execution of business development transactions;</li> <li>- 10 years' advanced leadership and decision-making qualities.</li> </ul> <p><b>Advantageous Experience:</b></p> <ul style="list-style-type: none"> <li>- Experience in an academic institution;</li> <li>- Investment banking experience and skills.</li> </ul>	Refer to each line item for specific duration.
<p><b>Special Requirements</b></p> <ul style="list-style-type: none"> <li>- Relevant management experience</li> <li>- Must be familiar with activities of the Department of Higher Education and Training (DHET), National Treasury, Science and Technology and related regulations</li> <li>- Knowledge across various business sectors</li> <li>- Broad understanding of commercialization</li> </ul>	10 years

## 2. Position Description

KPA / Main Outputs and Responsibilities for this Position	Detailed Description	Weighting / Time Spent
<p><b>Strategic Formulation and execution</b></p>	<ul style="list-style-type: none"> <li>• Analyse organisational mandate and determine future trends, strategic direction and legal implications.</li> <li>• Enable research to determine.               <ul style="list-style-type: none"> <li>➢ Trends in the business environment.</li> <li>➢ International and local trends pertaining to the business environment.</li> <li>➢ Trends related to the Regulatory area.</li> </ul> </li> <li>• Collate the information into a workable document for use in the development of a company strategy and implementation roadmap.</li> <li>• Compile strategy and implementation roadmap.</li> <li>• Submit the strategy and roadmap for approval to the relevant stakeholders and Board of Directors.</li> <li>• Obtain the associated resources and secure to enable implementation of the strategy and roadmap as per the approved Delegations of Authority.</li> <li>• Implement the strategy and roadmap within allocated time frame and related policies.</li> </ul>	<p><b>15%</b></p>
<p><b>Operationalization of Strategy</b></p>	<ul style="list-style-type: none"> <li>• Design the business, its divisions, departments and supporting functions.</li> <li>• Ensure organisational capacity is built to support the business and the company has an effective senior management team.</li> <li>• Ensure excellent performance of the organisation within the company against the set business objectives as well as competent leadership and supporting staff are resourced, trained and retained</li> <li>• Drive and management the achievement of business objectives to grow, sustain and progress the business.</li> <li>• Ensure excellent performance of the operations function within the company against the set business objectives.</li> </ul>	<p><b>10%</b></p>
<p><b>Executive and Board Functions</b></p>	<ul style="list-style-type: none"> <li>• Meet regularly with the chairman and other directors to ensure that these responsibilities are being fully complied with and that directors are being provided with information necessary so as to fulfil their responsibilities and statutory obligations</li> <li>• Provide direction and management to the direct reports to ensure they execute the divisional strategy and manage their portfolios effectively</li> <li>• Contribute to building synergies and cooperation across the Group and its subsidiaries.</li> </ul>	<p><b>10%</b></p>
<p><b>Financial Management</b></p>	<ul style="list-style-type: none"> <li>• Analyse the business strategy and roadmaps to determine the financial requirements.</li> <li>• Oversee the development and implementation of company financial strategy to ensure that the company reaches its financial targets.</li> <li>• Oversee the financial structuring of the company and all legal and/or commercial arrangements in support of business objectives</li> <li>• Manages the complexity of the differing reporting times and differing standards.</li> </ul>	<p><b>15%</b></p>

KPA / Main Outputs and Responsibilities for this Position	Detailed Description	Weighting / Time Spent
	<ul style="list-style-type: none"> <li>• Ensure that comprehensive operating divisional budgets indicates the financial requirements of each element in accordance with the budgeting guidelines.</li> <li>• Obtain overall company budget approval in accordance with policies and procedures from relevant stakeholders.</li> <li>• Monitor the expenditure against the budget and ensure that spending occurs within the budgetary restrictions.</li> <li>• Review financial reports for various forums indicating level of achievement.</li> <li>• Oversee the financial stability and sustainability of the business in accordance with policies, procedures, legal requirements and delegations of authority.</li> <li>• Oversees that all financial management actions are completed within the allocated time frames.</li> <li>• Oversee and manage Unisa Enterprise (PTY) Ltd. costs effectively.</li> <li>• Manage organizational effectiveness and ensure the realisation of return on investment/ profitability.</li> </ul>	
<b>Subsidiary Management</b>	<ul style="list-style-type: none"> <li>• Formulate the commercialization strategy through subsidiaries</li> <li>• Lead, plan and direct aspects of a subsidiary organization policies, objectives, and initiative approved by the parent company.</li> <li>• Monitors and coaches executive and subsidiary head performance in areas of responsibility.</li> <li>• Grow and maintain the commercial environment in which TSI will flourish.</li> <li>• Set incubation periods and targets for the subsidiaries.</li> </ul>	<b>15%</b>
<b>People Management</b>	<ul style="list-style-type: none"> <li>• Analyse the business plan to determine the applicable deliverables and targets.</li> <li>• Establish human resource requirements in line with expected deliverables.</li> <li>• Create a conducive environment for performance.</li> <li>• Manage Performance of the organisation/divisions.</li> <li>• Manage Human Resources in accordance with policies, procedures and legal requirements.</li> <li>• Provide feedback to the relevant stakeholders.</li> <li>• Provide leadership that demonstrates UNISA values and culture.</li> </ul>	<b>10%</b>
<b>Stakeholder Management</b>	<ul style="list-style-type: none"> <li>• Oversee the establishment and implementation of the stakeholder engagement plan according to business strategy</li> <li>• Identify the relevant stakeholders in relation to business requirements and dependencies.</li> <li>• Discuss and agree on the roles and responsibilities and possible areas of cooperation, improvement and conflict.</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 are honored.</li> <li>• Inform the relevant role players of the outcomes, deviations and actions required.</li> <li>• Manage relationships in accordance with policies, procedures, legal requirements and SLA's.</li> <li>• Ensure that there is clear alignment to all TSI stakeholders with the TSI strategy.</li> </ul>	<b>10%</b>

KPA / Main Outputs and Responsibilities for this Position	Detailed Description	Weighting / Time Spent
<p><b>Risk Management and Business Continuity plan</b></p>	<ul style="list-style-type: none"> <li>• Consult the business strategy and roadmaps to determine possible risks to business continuity.</li> <li>• Determine the requirements in terms of business continuity.</li> <li>• Champion the process of the development of the necessary business continuity plans.</li> <li>• Development of business continuity plans and disaster recovery plans.</li> <li>• Conduct regular meetings with the responsible divisions/employees within the business continuity plans to ensure that the contingency actions can be implemented when necessary.</li> <li>• Oversees the development of the Risk Management framework to that ensure that risks are adequately mitigated and managed.</li> <li>• Follow up and manage all audit findings within allocated time frames.</li> <li>• Ensures that the company complies with all relevant legislation and corporate governance standards.</li> </ul>	<p><b>10%</b></p>
<p><b>Brand Ambassador</b></p>	<ul style="list-style-type: none"> <li>• Represent the business at the appropriate Fora and ensure that appropriate actions are executed: <ul style="list-style-type: none"> <li>➢ Position negotiation</li> <li>➢ Presenting papers</li> <li>➢ International Organisations/Institutions</li> </ul> </li> <li>• Manage internal and external communication of the organization.</li> </ul>	<p><b>5%</b></p>

### 3. Job Evaluation Criteria

Decision Making
<p>What are the most regular and complex challenges in the job?</p> <ul style="list-style-type: none"> <li>- Product Development.</li> <li>- Staying ahead of competition and customer needs.</li> <li>- Stakeholder management.</li> <li>- Strategy adjustments as/when required due to climate changes</li> </ul> <p>Please provide a couple of examples of regular problems that need to be resolved and not ad hoc scenarios or cases.</p> <ul style="list-style-type: none"> <li>- Stakeholder relationship management to drive focused output</li> <li>- Creating support and governance structures</li> <li>- Budget optimization to meet demands and drive strategic outputs</li> </ul> <p>Also indicate how these problems or challenges will be resolved.</p> <ul style="list-style-type: none"> <li>- Developing stakeholder relationship frameworks to drive engagement, reporting and strategic understanding for desired out</li> <li>- Research and development of related products and services</li> <li>- Develop governance structured and charters</li> <li>- Develop credibility and authority for the finance leadership team by providing accurate analysis of budgets, reports and financial trends and operational procedures in order to assist the BoD and senior executive teams</li> </ul>
<ul style="list-style-type: none"> <li>- Being a startup, it takes a lot to obtain confidence and sign off from various stakeholders.</li> <li>- Some stakeholder's level of EU role and responsibilities not understood.</li> <li>- Structure of the organization is being phased in.</li> </ul>
<p>Please name the resources utilised by the jobholder to solve problems or make decisions, e.g. the internet, manuals, policies, procedures, external resources, etc.</p>
<p>Board Charters, Board resolutions, Escalation processes in place, Internet, E mail, Governance Structures, policies and processes, Delegations of Authority, Board of Directors.</p>

<b>Accountability</b>
How long will it normally take before the impact of the judgement calls made by the jobholder will be felt in the business? Medium to Long Term (1 year and beyond)
Policies, processes and products will impact EU long after the incumbent has exited the organization.
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. -
<ul style="list-style-type: none"> <li>- Strategic direction of the organization: 60%</li> <li>- Products and services: 60%</li> <li>- People requirements: 60%</li> <li>- Systems applicable: 60%</li> <li>- All organisational policies: 60%</li> <li>- Organizational culture: 60%</li> </ul>
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. -
<ul style="list-style-type: none"> <li>- Operationalize Strategy</li> <li>- Allocation of resources within approved budget and DELAGATION OF AUTHORITY</li> <li>- Approval of operational budget following Board approval</li> <li>- Propose organisational structure/ restructure</li> <li>- Leadership capabilities</li> </ul>

<b>Planning of Work</b>
Please provide the typical planning cycle of the job - macro as well as micro planning, i.e. macro 3 - 5 years and micro 1 year. Also provide examples to elaborate on the answer. <ul style="list-style-type: none"> <li>- Operates at Macro level i.e. 3-5years</li> </ul>
<ul style="list-style-type: none"> <li>- Will break down 3-5-year plan into annual deliverables for easy of performance and tracking.</li> </ul>

<b>Communication</b>
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. <ul style="list-style-type: none"> <li>- Stakeholder engagements through various modes, i.e. Memos, newsletters, reports and emails</li> <li>- Board – via Board Packs through meeting or Company Secretariat</li> <li>- Board Chairman- E- mail, memos, one on one's</li> <li>- Governance- reports</li> <li>- Direct reports- various media including performance contracting</li> <li>- Customer- direct marketing through Sales and Marketing</li> <li>- Other Academic Institutions- Conferences and media.</li> <li>- Local and International communication with stakeholders, customers and academic institutions.</li> <li>- Liaises with peers in the market and establishes a good rapport.</li> </ul>
<ul style="list-style-type: none"> <li>- Communicates with various stakeholders and different levels.</li> <li>- Message has to be crafted to suit audience at all times</li> <li>- Conducts media briefs and provides articles regarding EU or products available.</li> </ul>

**4. Competencies (Skills and Behavioural Attributes) - Please note: The norm in the industry is to not have more than 7 Skills and Behavioural Attributes per job profile.**

Skill
Ability to balance competing demands and priorities
Strategic and analytical skills
Financial and Risk management
Negotiation and entrepreneurial skills
Professional business acumen
Strong leadership capabilities
Strategic mindset/thinking
Outstanding problem-solving skills
Effective communication skills

Behavioral Attribute
Results orientation
Integrity
Independent
Self- Starter
Resilient