

			<b>NAME</b>
<b>JOB TITLE</b>	General Manager	<b>INCUMBENT</b>	Vacant
<b>DEPARTMENT/SECTION</b>	David Rabkin Project	<b>SUPERVISOR/MANAGER</b>	Board of Directors

<b>MAIN JOB OBJECTIVE/S</b>
The main purpose of this job is to manage an ongoing and profitable business.

<b>DESCRIPTION OF KEY RESPONSIBILITY AREAS</b>	<b>STANDARD EXPECTED</b>
<p><b>STRATEGIC RESPONSIBILITIES including: -</b></p> <ul style="list-style-type: none"> <li>• Formulation of an integrated strategy for the financial stability and viability of the David Rabkin Project (Grocott's Holding Company). Responsible for ensuring that business plans are in place and implemented.</li> <li>• Ensuring the establishment and maintenance of appropriate structures/infrastructure, systems and processes to drive and support the media house.</li> <li>• Ensuring the development and implementation of policies relating to the media house.</li> <li>• Ensuring the income streams of the media house are monitored for improvements</li> <li>• Identifying new avenues of funding and actively pursuing these including where feasible.</li> <li>• Seeking new business and funding opportunities.</li> <li>• Identifying areas of cost which through efficiencies may be reduced.</li> <li>• Ensuring the positioning of the David Rabkin Project as a training newsroom and community-based media house</li> <li>• Developing relationships with key players in Grahamstown and nationally where necessary, and with the teachers in the School of Journalism and Media Studies.</li> </ul>	<p>Benchmarking is done to evaluate the Project and strategies developed in keeping with ensuring the financial stability and viability of the Project.</p> <p>The individual is cognisant of the barriers to organisational effectiveness and efficiency and actively addresses these in collaboration with others. The individual is able to identify opportunities to enhance the Project.</p> <p>A consultative and inclusive style is used in the development of strategies, policies, etc but the individual is able to argue a different view on a principled basis. In the long-term the individual is able to build consensus and commitment to new directions.</p> <p>Policies take cognisance of the current culture of the organisation while also identifying and championing the need for change. Policies address risk management issues. Plans for implementation of policies are rigorous, consistent and adhered to.</p> <p>Individual is able to engage effectively with others outside of the organisation, build enduring relationships, and provide a positive image of the organisation.</p>
<p><b>MANAGEMENT RESPONSIBILITIES including: -</b></p> <ul style="list-style-type: none"> <li>• Motivating for appropriate resourcing of the media house via the Board of Directors (staff, budget, facilities, equipment etc) given the processes and structures of the media house and ensuring efficient use of resources.</li> <li>• Organising of the activities and services of the media house in terms of the budget approved by the Board of Directors.</li> <li>• Ensuring the provision of a quality service by the media house including the evaluation of the services of the media house.</li> <li>• Ensuring that there are appropriate structures and processes in place to provide the necessary service and there is co-ordination and integration of the different structures/processes/jobs within the media house.</li> <li>• Ensuring that appropriate targets/goals are set for the work of the media house and for staff of the media house.</li> <li>• Monitoring of performance of individuals and that of the media house against these targets.</li> </ul>	<p>Evaluation of resource requirements is accurate and resources are well-utilised.</p> <p>Service delivery is realistic in terms of resources provided and compares favourably to similar organisations with similar resources. Service provided by the media house meets accepted standards which are benchmarked with similar organisations.</p> <p>Structures and processes are sufficient to provide the expected, negotiated services and are efficient and effective in doing so and compare favourably with similar organisations.</p> <p>Realistic (in terms of staffing and resources and nature of the organisation) targets and goals are set to ensure service delivery as well as continuous improvement. Regular monitoring takes place as required to ensure consistent</p>

<ul style="list-style-type: none"> <li>• Performance management of the direct reports including the: <ul style="list-style-type: none"> <li>○ Selection of these staff</li> <li>○ Induction and training of these staff</li> <li>○ Motivation and recognition of staff</li> <li>○ Managing of performance including disciplining of staff who are not performing</li> </ul> </li> </ul>	<p>service delivery.</p> <p>Appropriate systems and processes exist. Staff execute their job responsibilities to the required standard. Where problems exist, these are dealt with timeously with due concern to the need to have a well-functioning media house media house. Goals set for each job and for the media house media operations are achieved within the time frames negotiated.</p>
<p><b>FUNCTIONAL AND FINANCIAL RESPONSIBILITIES</b></p> <ul style="list-style-type: none"> <li>• Overall responsibility for financial reporting and for the submission of financial reports to the Board of Directors.</li> <li>• Responsible for ensuring that there is compliance with financial, tax and labour legislation.</li> <li>• Responsible for the preparation of and adherence to the annual budget ensuring investments, insurance, cash flow and debtor payments are under control.</li> <li>• Overseeing the drawing up of and implementation of advertising and marketing strategies.</li> <li>• Working with the Editor to facilitate journalism and management teaching.</li> <li>• Responsible for ensuring the provision of an annual timetable of supplements and revenue generating features.</li> </ul>	<p>Financial reports must be up to date and accurately reflect the financial position of the organisation.</p> <p>Individual must be up to date and knowledgeable with regards to the latest legislation.</p> <p>The individual provides sound advice and guidance with regards to advertising and marketing strategies.</p>
<p><b>GENERAL RESPONSIBILITIES including: -</b></p> <ul style="list-style-type: none"> <li>• Responsible for ensuring that the proper maintenance of the building and infrastructure is in place.</li> <li>• Overseeing the IT systems, including network and security.</li> </ul>	<p>Must ensure that the building and various infrastructure are properly maintained and managed. Individual is expected to ensure that the IT systems and infrastructure are sound and are able to meet the functional demands of the media house whilst ensuring affordability and sustainability.</p>

<b>CANDIDATE REQUIREMENTS</b>
<p><b>EDUCATION AND EXPERIENCE</b></p> <p>An appropriate tertiary level business qualification plus at least 5 years relevant experience where such experience includes at least three of the five points below: -</p> <ul style="list-style-type: none"> <li>• Previous experience in a similar position</li> <li>• Must have managed a profitable business for at least 5 years</li> <li>• Publishing experience</li> <li>• Previous experience within a sales and marketing environment</li> <li>• Successful determination and implementation of strategy</li> </ul>
<p><b>COMPETENCIES – I.E. KNOWLEDGE, SKILLS AND ATTRIBUTES</b></p> <p>The job incumbent is expected to demonstrate the following competencies: -</p> <p><b>1. Leadership competencies:</b></p> <ul style="list-style-type: none"> <li>• Understanding of the social, political and economic environments in South Africa</li> <li>• People management skills with a consultative and inclusive style, able to build consensus and commitment to new initiatives</li> <li>• Ability to develop, articulate and implement strategic goals</li> <li>• Ability to represent the organization and act as an ambassador for the organization.</li> </ul> <p><b>Once on the job:</b></p> <ul style="list-style-type: none"> <li>• Understanding of the social, political, economic challenges facing community media houses today, at the global and national levels and the implications of this for a project such as the David Rabkin Project</li> </ul>

- Understanding of the challenges facing community media and the implications of this for an organization like David Rabkin Project.
- Ability to relate to the education and training agenda of the Project.

### 2. Personal attributes:

- Personal credibility and an ability to engender respect and instill confidence in people at different levels within the organization
- Unquestionable personal integrity with a keen sense of fairness, able to balance the competing demands within the organization with staff, student, client/customer expectations and organizational resources
- Commitment to transparent management
- High level of personal responsibility and corporate obligation with a results focus and a strong sense of accountability and preparedness to work outside of office hours where necessary.
- High level of professionalism and conduct that will enhance the reputation of the media house
- Personal Flexibility: willing to consider alternative perspectives and ideas but with an ability to make difficult decisions independently
- Excellent communication and interpersonal skills with an ability to relate to staff at different occupational levels as well as from different cultures and backgrounds
- Actively seeks feedback, able to withstand criticism and use constructive criticism to improve

### 3. Management competencies:

- High level of financial and people management skills
- Sound policy development and implementation skills
- High level problem solving skills
- Change management skills
- Excellent organizational and planning skills

#### **MANAGEMENT/SUPERVISORY DUTIES**

Yes

#### **NUMBER OF SUBORDINATES**

See the organogram at the end of the schedule of Further Particulars.

#### **FUNCTIONAL RESPONSIBILITIES (only if applicable)**

##### **COST/FINANCIAL CONTROL**

The jobholder responsible for any aspect of cost control or for materials, stock or equipment.

The jobholder has the direct responsibility of controlling operational costs or expenses of an annual budget of approximately R2.5m per annum.

##### **LEVEL OF RESPONSIBILITY**

The board approves budgets, salary awards and major expenditures, as well as the business plan.

Approximately 95% of tasks are expected to be carried out without supervisory input and/ or control.

The jobholder is normally authorized and empowered to make critical decisions regarding signing contracts, authorizing payments and hiring and firing in the field of authority.

##### **PLANNING**

The longest (macro) period that the jobholder has to plan ahead is normally 2 years  
Normal planning is undertaken on an hourly basis.

##### **ADDITIONAL INFORMATION**

This appointment will be on a contract basis for a three year period, with an interim probation period of three months, and a final probation period of six months.