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SECTION A: POSITION DETAILS

A.1 Post Identification

Position Title	Executive Director: Operations
Position Reporting to:	CEO
Role Location	1.0
Role Description Version:	1.0



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SECTION B: POSITION PURPOSE AND OUTPUTS

B.1 Position Purpose

Strategic leadership - as a member of the WUC executive team, contributes to development and attainment of the Corporation's strategy, by planning, directing and overseeing Asset Management, Bulk Water Supply and Business Centre services for WUC. Drives WUC's operational resilience and effectiveness by setting long-term strategic goals and driving functional effectiveness in the Operations Department.

It oversees the effective servicing of customers and delivery of water & wastewater services across all WUC Business Centres by developing appropriate policies, guidelines and holding Heads of Business Centres accountable for the profitability and financial sustainability of each service area.

It oversees the effective supply of bulk water from dams and wellfields, including the management of the North South Carrier; cross border transfer scheme and wellfields along the corridor of the scheme. It provides guidance on the management of supply and demand in order to sustain water supply in demand centres.

The role is accountable for the Corporation's infrastructure and asset management. It provides strategic direction and oversight on the development and execution of WUC's Asset Management strategy.



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Position Key Responsibilities	
<ul style="list-style-type: none"> • Operations Strategy 	<ul style="list-style-type: none"> • Plans, directs and oversees the Operations portfolio in order to ensure overall delivery of the Corporation's Strategic Plan; • Provides strategic and tactical oversight for all potable and wastewater production and distribution operation and maintenance activities, including, preventive, predictive and reactive maintenance; • Is a key client in infrastructure projects – new infrastructure, rehabilitation, expansion; • Drives effective revenue generation from abstracted water resources through oversight of development and implementation of non-revenue water reduction strategies including leakage control; and • Drives and oversees development and implementation of Business Centre strategies.
<p>Policies, Procedures and Governance</p>	<ul style="list-style-type: none"> • Develops and implements policies/procedures for optimal operation and maintenance of all potable and wastewater infrastructure and assets; • Serves as WUC representative with external stakeholders on the Operations portfolio at WUC; and • Establishes and chairs Management Structures for the Operations portfolio in order to ensure strategic alignment, operational excellence and timeous resolution of operational challenges across all Business Centres.
<p>Asset Management Strategy & Optimisation</p>	<ul style="list-style-type: none"> • Leads the development of asset management strategies, objectives, standards and policies including programs for sustaining assets through planned maintenance, repair and replacement; • Oversees management of the holistic value (financial, quality & lifespan) of WUC's water and wastewater infrastructure portfolio in order to ensure financial and operational efficiency for optimal output and cost containment; • Oversees establishment and maintenance of the WUC-wide Infrastructure Asset Register for completeness and accuracy in order to account for all the Corporation's operational assets;



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	<ul style="list-style-type: none"> • Reviews plans and designs for various facility installations and improvements and approves for implementation; and • Sets the strategic direction for the development and execution of an annual Operations & Maintenance projects in line with Asset Lifecycle Management best practise.
Innovation and Technology Enablement	<ul style="list-style-type: none"> • Champions and promotes the development of new innovative technological advances in the water and wastewater industry in Botswana, leveraging global leading practices.
Bulk Water Supply Oversight	<ul style="list-style-type: none"> • Oversees the effective operation and maintenance of WUC's dams and bulk transfer scheme (North South Carrier) and other mega resource and transfer schemes, current or planned, in order to ensure supply of bulk water to the various demand centres; • Sets the pricing models, prioritisation methods and Service Level Agreements between the bulk supply infrastructure and demand centres in line with water resources guidelines; and • Oversees development and implementation of strategies to leverage dam amenities for additional revenue streams through engagement with relevant community stakeholders.
Water and wastewater Operations and Maintenance	<ul style="list-style-type: none"> • Leads, directs and oversees development and implementation of strategies for operation and maintenance of water and wastewater infrastructure for effective and efficient water and wastewater services delivery to Batswana; • Oversees effective management of water demand and service coverage; • Leads development and deployment of strategies to maximize profitability and cost containment by implementation of customer-centric revenue strategies; • Leads effective stakeholder relationship management by Business Centre teams in order to build positive relationships with communities, customers and government.



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SHEQ Championing	<ul style="list-style-type: none"> • Champion and create an enabling environment for the application of SHEQ standards, policies and procedures in the Operations portfolio; and • Drive and monitor compliance to applicable legislation.
People Management & Functional Effectiveness	<ul style="list-style-type: none"> • Resources the Operations Department with capable and competent staff members, charged with executing business strategy and maintaining operational integrity. • Holds first line managers accountable for managerial work, including selection, performance management and talent management. • Develops Managers and specialists under supervision directly and indirectly • Accountable for the management of talent and succession plan for the Operations Job Family. • Manages service delivery through other managers and their teams. • Oversees effective deployment of systems and tools to ensure that knowledge is managed efficiently for continuous improvement. • Recognizes and rewards high performance; respects and promotes diversity
Financial Management	<ul style="list-style-type: none"> • Leads the development and administration of the functional unit budget • Approves the forecast of funds needed for the unit and; sets utilisation targets. • Implements measures to analyse and improve the unit's efficiencies. • Tracks budget performance for the department
Compliance & Governance	<ul style="list-style-type: none"> • Ensures consistent and equitable administration and compliance with functional/practice policies • Ensure the adherence to relevant labour practices. • Supervision of the functional unit and ensure early detection and resolution of Statutory, Regulatory compliance requirements • SHEQ enablement • Execute all Operations audit exceptions and ensure the implementation of preventative measures in the unit. • Active management of the identified top 5 Operations



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	risks.
Culture	<ul style="list-style-type: none"> • Live and exemplify the WUC values • Drive a high performance culture • Promote 360 feedbacks within the unit.

B.2 Position outputs & measures

Financial Dimensions within pre-defined thresholds:

- Infrastructure cost of life
- Maintenance and repair costs
- Capital replacement costs
- Cost of operations
- Revenue and cost optimisation

Functional Effectiveness:

- Availability of water resources (volume, quality and timelines)
- Optimisation of Infrastructure and Assets
- Effective delivery of water and wastewater services at Business Centres
- Effective Water demand management
- Extensive Service coverage
- Customer satisfaction
- Effective pricing models for the North South Carrier (NSC)
- Adherence to SLA between NSC and demand centres
- Resource operation and monitoring

B.3 Level of Work

- Executive Director of Business



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B.4 Subordinates (Direct and Indirect) & Budget Responsibility

Subordinates:

- **Direct:** 3
- **Indirect:** 14 (Head Office), 10 (Business Centres)
- **Administrative:** 1

Budget Responsibility:

- TBC

Organisational Structure:

Approval:

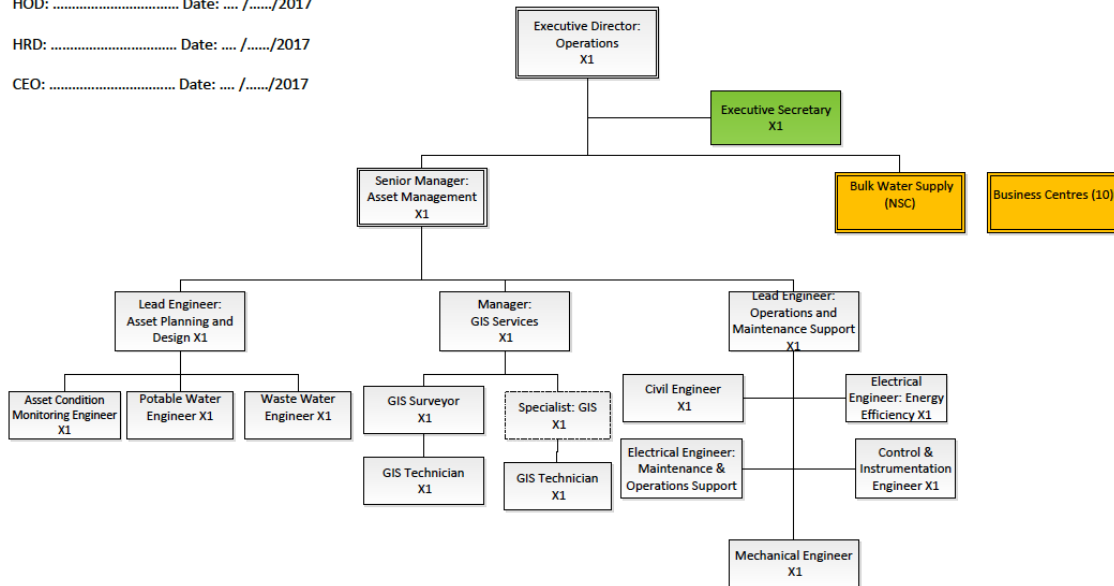
HOD: Date: /...../2017

HRD: Date: /...../2017

CEO: Date: /...../2017

OPERATIONS – HEAD OFFICE

Establishment: 18





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SECTION C: POSITION INPUTS

(Skills relevant to the job include education or experience, specialised training, personal characteristic or abilities)

C.1 Qualifications and Experience

Qualifications:

- Bachelor's Degree in Science, Engineering or related field is required
- A Business Administration or Management post graduate qualification is an added advantage

Experience:

- 8 years related experience in budgeting, management, supervision, design, operations and construction in a large industrial environment or utility environment and experience in large scale infrastructure-type projects, including 6 years Senior Management in similar sized organization and/or portfolio
- Utilities industry experience is an added advantage

C.2 Knowledge and skills

- Knowledge of engineering principles and practices relating to water, wastewater, management and infrastructure development
- Knowledge of pertinent Regulatory & Statutory requirements and local and international laws as they pertain to areas of discipline.
- Competent in developing, implementing, and evaluating policies, programs, and processes
- Ability to plan, develop, and implement strategic business plans.
- Ability to prepare and administer a complex departmental budget, and allocate limited resources in a cost-effective manner.
- Ability to establish and maintain effective working relationships with internal staff and external contacts, including executive management, Board of Trustees, contractors, consultants, local, state and federal leaders and representatives.
- Ability to communicate effectively, verbally and in writing.
- Ability to exhibit high standards of business and personal ethical conduct, leadership, teamwork, positive attitude, initiative and problem solving skills.



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C.3 Technical Competencies

- Policies, Procedures and Governance
- Operations Strategy
- Asset Management Strategy & Optimization Plans
- Asset Planning & Design
- Plant/Infrastructure Operations & Maintenance
- Technology Enablement
- Infrastructure Audit
- Bulk Water Supply Oversight
- Customer Service Delivery Excellence
- SHEQ Championing

C.3 Competencies required for the post

Leadership Competencies	
Visioning and Strategic Alignment	Shapes the vision and strategies and values of the organisation.
Systems Thinking	Applies systems thinking in collaborations in order to advance organizational and systemic change.
External Collaboration	Multi-stakeholder co-created solutions
Social Innovation	Organization and system change
Core Competencies	
Service Delivery Excellence	Provides cross-functional leadership for setting and exceeding service standards.
Sustainability Literacy	Social purpose and embedment knowledge.
Environmental Health & Safety	Models EHS standards to minimize risks
Behavioural Competencies	
Honest Communication	Communicates strategically
Customer Centricity	Considers the strategic direction of client focus
Teamwork	Builds bridges between teams that foster interdepartmental optimisation
Embrace Diversity	Develop diverse, inclusive and strategically aligned working culture
Ethics & Integrity	Sets high ethical standards and leads by example.
Resource Optimisation	Strategically aligns the processes, systems and resources of the organisation to achieve maximum value

C.4 Physical / Mental requirements of the Position

None specified.



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C.5 Special conditions attached to the Position

Valid driver's license