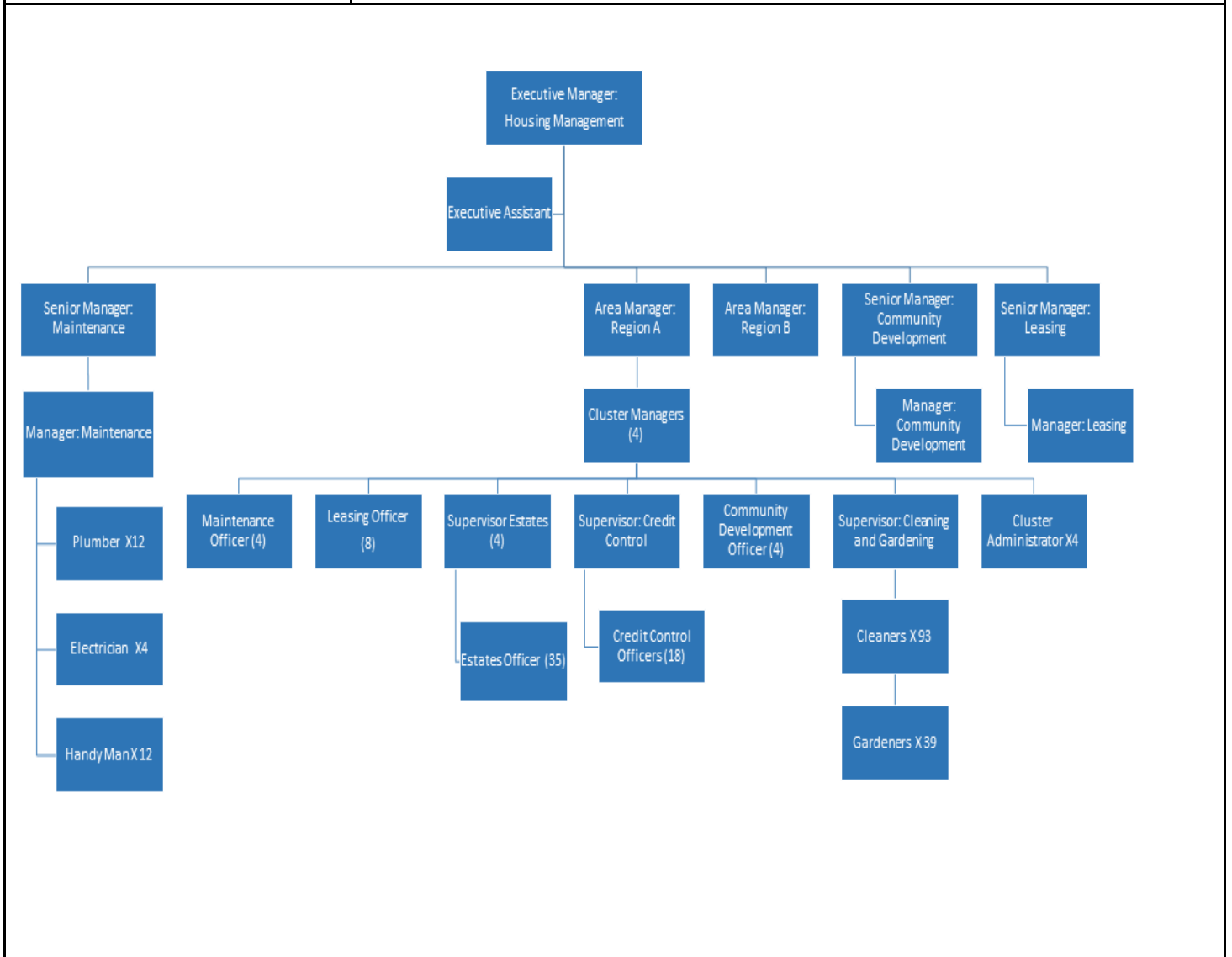


JOB DESCRIPTION FORM	
Job title:	Executive Manager: Housing Management
Division/Department:	Housing Management Patterson Grade:
Date Prepared:	Oct-17
Overall Purpose of the Job:	The Executive Manager will provide strategic direction and leadership to ensure that the multiple projects managed by JOSHCO successfully meet the expectations of customer whilst being properly maintained and operating within the framework of agreed budgets.
Position Size Parameters:	<i>Team of six direct reports plus multiple indirect reports (and growing)</i>
Organisation structure and Reporting Relationships:	Reports to: CEO



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Qualifications	<ul style="list-style-type: none"> ◆ A Valid Matric Certificate. ◆ A National Diploma or Degree in Business Administration, Arts, Commerce and Property Management. ◆ A B-Tech or Honours Degree in Business Administration, Arts, Commerce and Property Management is highly desirable. ◆ A Minimum of 6 years management experience preferably in a Property Management environment is required of which 3 years must be at senior technical / strategic management level. ◆ Experience in the Municipal or Social Housing sectors and managing multiple and large rental estate projects, is required. ◆ Certificate in Municipal Finance Management or Certificate Program in Municipal Development (CPMD) in line with Minimum regulations on competency level of 2007. ◆ A Certificate in Finance for Non-Finance Managers, Operations Management or Property / Estate Management Programme will be an added advantage. 	
Internal and External Relationships/Contacts:	<p>Internal:</p> <ul style="list-style-type: none"> ◆ Property Development ◆ Finance ◆ All Staff ◆ Board Members <p>External</p> <ul style="list-style-type: none"> ◆ City of Johannesburg ◆ Social Housing Regulatory Authority (SHRA) ◆ Tenants and Tenants committees ◆ Contractors ◆ Provincial and National Government ◆ Political Organisations ◆ Community Groups ◆ Similar Organisations 	
Key Performance Areas:	<p>Finance Objectives:</p> <ul style="list-style-type: none"> ◆ Develop Housing Management budget in line with operational plan ◆ Report on financial performance of Housing Management ◆ Monitor Housing Management expenditure against the budget ◆ Approved Housing Management budget ◆ Financial systems implemented 	

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	<p>Customer and Stakeholder Objectives:</p> <ul style="list-style-type: none"> ◆ JOSHCO Tenants are satisfied with the service they receive ◆ New tenants are found when vacant units are available ◆ Ensure that only JOSHCO legal tenants and occupants with JOSHCO lease agreements occupy the units ◆ Ensure the safety and security of tenants and employees ◆ Key stakeholders are identified and effective relationships managed with them 		
	<p>Operational Objectives:</p> <p>Housing estates are properly managed in every respect in relation to the following key performance areas:</p> <ul style="list-style-type: none"> ◆ Customer Satisfaction; ◆ Occupancy rates and Vacancy rates; ◆ Leasing and Revenue collection; ◆ Asset maintenance ◆ An Annual Housing Management Strategy is developed and implemented ◆ Completed projects received from Housing Development are effectively integrated into the Housing Management process ◆ External contractors are properly managed ◆ Compliance is maintained with all JOSHCO systems (performance management, HR, finance, Stakeholder information, reporting etc...) 		
	<p>People and Growth Objectives:</p> <ul style="list-style-type: none"> ◆ Guide, lead and direct staff so that they are able to achieve the objectives set for them ◆ Monitor and manage staff performance of staff within the division as appropriate in compliance with the Performance Management policy and processes ◆ Practice sound labour relations within the approved conditions of service with regard to division staff ◆ Ensure the implementation of the human resources policies, procedures and practices within the department (in particular discipline and strict adherence to JOSHCO Code of Conduct) ◆ Coach and mentor staff as appropriate to improve performance ◆ Drive the alignment of the department mandate with corporate goals (clearly define, interpret, communicate and manage). ◆ Ensure achievement of department planned goals and targets. ◆ Manage high priority performance threats and pursue optimisation of opportunities relating to attainment of goals. ◆ Providing guidance and direction to subordinates, including setting performance standards and monitoring performance. ◆ KPA's are understood and achieved 		

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	<ul style="list-style-type: none"> ◆ The JOSHCO values are understood and lived ◆ Performance is constantly improved ◆ New developments in the industry are understood and embraced 	
1. STRATEGIC MANAGEMENT AND LEADERSHIP	<ul style="list-style-type: none"> ◆ Define the strategic role of Housing Management in the overall strategy of the organisation ◆ Provide input to advance the organisation from a strategic perspective ◆ Translate the strategic plan into the Housing Management operational plan ◆ Support the organisation's perspective on national and provincial policy positions through raising these with the key decision makers as appropriate ◆ Develop and manage relationships between the organisation and key players to facilitate effective management of key Housing Management issues such as utility rates, use of service providers etc. 	<ul style="list-style-type: none"> ◆ Strategic Housing Management inputs integrated into overall business strategy ◆ Strategic contributions made to management team ◆ Housing Management operational plan ◆ The organisation's agenda is advanced in the national and provincial forums ◆ The organisation's relationship with relevant stakeholders optimised. ◆ Management reports submitted
2. HOUSING MANAGEMENT	<ul style="list-style-type: none"> ◆ Ensure stock identification and selection include: <ul style="list-style-type: none"> ○ tenant audits, ○ stock condition audits, ○ asset status e.g. legal and ○ feasibility studies are conducted ◆ Ensure all projects are appropriately packaged including project implementation plans and project budgets for approval to the board ◆ Ensure contractual closure for take on of stock by means of Service Level Agreement with e.g. City of Johannesburg 	<ul style="list-style-type: none"> ◆ Projects acquired approved by the Board ◆ Signed Service Level Agreement ◆ Effective implementation of tenant management systems, policies and procedures ◆ Appropriate maintenance plans implemented

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	<ul style="list-style-type: none"> ◆ Oversee tender / bid / proposal process for suppliers ◆ Oversee Supplier / Services contract management ◆ Report on overall Housing Management performance ◆ Perform any other functions as might be required 	
3. RENTAL MANAGEMENT AND LEASE ADMINISTRATION	<ul style="list-style-type: none"> ◆ Manage the rental of stock including: <ul style="list-style-type: none"> ○ Setting and implementing of appropriate rentals in consultation with housing development and finance ○ Management of vacancies ○ Management of arrears in the buildings ○ Implementation of appropriate arrears management procedures ○ Supporting staff to implement the required operational actions to facilitate all activities around rental management ◆ Supervise the application of the company's Standard Operating Procedure (SOPs) applicable to new tenants. ◆ Manage implementation of standards for selecting and recruiting tenants ◆ Ensure that all steps are adhered to and fully understood by tenants. ◆ Supervise the maintenance of the tenant database with regard to the number and details of tenant and occupation certificates. ◆ Manage the rental subsidy application process ◆ Monitor void units. ◆ Plan and implement marketing 	<ul style="list-style-type: none"> ◆ Buildings that achieve the targeted occupancy level ◆ Buildings that achieve the targeted payment levels ◆ Appropriately skilled staff in leasing and building management ◆ All targets met and minimum number of problems experienced. ◆ Tenants appreciate requirements and co-operate with the company to develop a model community. ◆ Required number of subsidies secured

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	<p>actions in consultation with Marketing and Communications Unit to ensure that tenancy of units meets budgeted targets.</p> <ul style="list-style-type: none"> ◆ Ensure that the systems are working and in place ◆ Ensure correct take on of new projects / buildings onto the property management database 	
4. BUILDING MANAGEMENT	<ul style="list-style-type: none"> ◆ Manage the tenant allocation and snag list process ◆ Manage the overall financial sustainability of buildings including: ◆ Achievement of building ROI <ul style="list-style-type: none"> ○ Achievement of targeted occupancy rates ○ Achievement of targeted arrears rates ○ Ensuring targeted budgets for buildings achieved and the Estate Officers/HSV's are able to manage against budget ○ Monitoring and reporting on building variances against budget ◆ Manage the appointment of service providers for the provision of non-core services in the buildings ◆ Facilitate the development and implementation of service level agreements for contract service providers ◆ Monitor the performance of service providers in line with the service level agreements and implement the contracts as agreed ◆ Manage building maintenance including: <ul style="list-style-type: none"> ○ Managing maintenance 	<ul style="list-style-type: none"> ◆ Buildings achieve performance in line with the targeted indicators ◆ Maintenance in buildings managed within defined budgets ◆ Contracts for service providers implemented and monitored in terms of pricing and quality of work ◆ Buildings appropriately maintained ◆ Tenant maintenance costs invoiced appropriately ◆ Social climate in buildings is appropriate

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	<p>standards, quality and implementation</p> <ul style="list-style-type: none"> ○ Managing costs and quality of work completed by service providers ○ Managing the long term maintenance process ○ Managing the maintenance recoveries process ○ Compile status report together with short, mid and long term maintenance proposals and relevant budgets. ◆ Ensure that all policies are in place inter alia rental policy, house rules, leasing policy, maintenance procedures, arrears procedures, credit control (any others) ◆ Conduct monthly inspections of all buildings and conduct ad hoc quality control checks. ◆ Ensure safety and security measures are in place in all buildings ◆ Monitor usage of utilities against budgets including monthly reading of all water and electricity metres ◆ Compile monthly report from the reports of various service providers, Housing Supervisors, Finance etc ◆ Manage social climates in all buildings 	

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5. COMMISSIONING, TRAINING AND HANDOVER OF NEW STOCK	<ul style="list-style-type: none"> ◆ Manage the commissioning, training, and handover process in line with the defined procedures ◆ Ensure that building services such as water, lights, security, intercom systems and fire equipment are installed and functional on handover. ◆ Attend to latent defects. ◆ Manage the reporting process linked to defects within the defined guarantee periods ◆ Ensure that buildings are properly taken on in the property management system ◆ Ensure effective marketing of the new project in consultation with Marketing and Communications Unit 	<ul style="list-style-type: none"> ◆ Buildings operating smoothly after handover
6. STAKEHOLDER MANAGEMENT	<ul style="list-style-type: none"> ◆ Maintain excellent relations with all stakeholders including ward councilors, contractors and regulators ◆ Negotiate and build fruitful formal and informal partnerships to achieve strategic objectives ◆ Create and sustain strategic and productive relationships with key stakeholders ◆ Create and maintain professional networks to maintain relations ◆ Maintain a productive relationships with suppliers, contractors and purchasers. ◆ Attends and actively contributes to relevant industry-related meetings. ◆ Actively contributes to staff meetings and development activities as required. 	<ul style="list-style-type: none"> ◆ Stakeholder Engagement and Management Schedule ◆ Monthly stakeholder meetings ◆ Minutes of stakeholder meetings/workshops ◆ Stakeholder Meetings Attendance Registers ◆ Workshop/Conferences Proof of Attendance

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7. POLICIES, PROCEDURES AND SYSTEMS	<ul style="list-style-type: none"> ◆ Develop, review and oversee implementation of appropriate Housing Management policies, procedures and systems to include appropriate property maintenance 	<ul style="list-style-type: none"> ◆ Best practice policies in place ◆ Appropriate procedures and systems for Housing Management ◆ Maintenance integrated into overall Housing Management system
8. RISK AND COMPLIANCE MANAGEMENT	<ul style="list-style-type: none"> ◆ Identifies and manages projects risk including escalating high risks to Senior Manager: Business Planning and Risk and CEO. ◆ Conduct regular risk assessment and develop risk management plans to mitigate against high-risk events. ◆ Create, contribute and manages implementation of quality assurance systems and processes. ◆ Analyse, develop and implement appropriate risk management strategies. ◆ Monitor, manage and ensure compliance with the Construction Safety requirements on sites ◆ Report on risk management 	<ul style="list-style-type: none"> ◆ Appropriate Risk management strategies implemented ◆ Appropriate safety strategies implemented on projects. ◆ Housing Management Department Strategic Risk Register ◆ Housing Management Operations Risk Register ◆ Housing Management OHS Report
9. MONITORING AND REPORTING	<ul style="list-style-type: none"> ◆ Develop and implement M&E system – meetings, reporting etc. ◆ Prepare monthly reports for submission to CEO and Development Committee of the Board. ◆ Prepare stakeholder reports (COJ, SHRA and other funders) as required ◆ Prepare donor reports as and when required ◆ Prepare reports for the Development EXCO, Ordinary EXCO, Board and Committees meetings as required ◆ Prepare and present Programme 	<ul style="list-style-type: none"> ◆ Development EXCO Minutes and Attendance Register ◆ Section 79 Reports ◆ Development Committee Chairperson Report ◆ SHRA Project Progress Report and Quarterly Reporting Tool ◆ MayCom Reports ◆ CoJ Housing Reports ◆ EXCO and Board Reports ◆ OPEX Reports ◆ EPWP Reports ◆ Quarterly Performance Report ◆ Housing Management Department Annual Report

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	<ul style="list-style-type: none"> reports – including expenditure against budgets ◆ Take corrective action and seek approvals when required ◆ Ensure legal compliance including Health and safety 	<ul style="list-style-type: none"> ◆ Housing Management Report Compliance Report ◆ Housing Management Department Audit Action Plan ◆ Housing Management Department Audit Findings' Implementation Report
Key Competencies	GENERAL MANAGEMENT SKILLS: <ul style="list-style-type: none"> • Strategic Planning • Strategic Management • Strategic Leadership • Communication • Facilitation • Conflict Management • Relationship Management • Project Management • Ethical • General Management • Knowledge of policy and procedure development and implementation • Data Analysis • Budgeting and Budget Management • Problem-solving 	TECHNICAL KNOWLEDGE AND SKILLS <ul style="list-style-type: none"> • Social Housing Sector knowledge and Legislation • Property Management • Asset Management • Lease Agreement management • Occupational Health and Safety • Eviction Management • Maintenance Planning • Rent/ Tariff Price Setting
Agreed by Job Holder	<i>Name printed</i>	Signature:
Approved by Immediate Line Manager	<i>Name printed</i>	Signature:
Approved by Divisional Executive or CEO	<i>Name printed</i>	Signature:

No job description can be all embracing. The above statements are intended to describe the general nature of work being performed by incumbent. They are not intended to be an exhaustive list of all responsibilities, duties and skills required. In addition, if required, a job holder may be allocated to other temporary duties, provided these are in keeping with his/her status and experience.