



## ***Appendix A***

**Position: National Director (the “Executive”)**

**Reports to: National Board (the “Board”)**

Decisions or instructions of individual National Board members, officers, or committees other than an Executive Committee or the National Chair are not binding on the National Director unless the National Board has specifically authorized such exercise of authority.

### **I. Summary of Position:**

The National Director is accountable for the effective management of AFS Interculture South Africa within the strategic and policy framework provided by the Board.

It is the job of the National Director to ensure the achievement of organisational results to foster financially viable growth with quality and to ensure the execution of decisions made by the Board while avoiding unacceptable conditions and actions as defined in the Board policies.

The National Director may or may not be an ex-officio member of the National Board, depending on national law and by-laws of the organisation from time to time.

The National Director, together with the National Chair - serves as the spokesperson of the organisation and performs the role of AFS representative, both nationally and internationally.

The National Director is the Executive of one of the Partners that form the AFS Network worldwide. While each of these organisations assumes responsibility for their own operations, programmes, finances and legal status, they are part of an interdependent network governed by an International Board of Trustees who provides leadership, oversight and policy formulation to the member organisations.

Consequently, the National Director has to ensure the implementation of international policies, procedures, standards and guidelines applicable to all Partners and Provisional Partners in the AFS Network, including, e.g., the AFS Quality Standards, the Programme Policy and Support Guidelines, the Common Identity Guidelines, HR Guidelines and the Financial Guidelines.

## **AFS Interculture South Africa National Director Job Description**

### **II. Decision Making Authority:**

The National Director is the National Board's only link to operational achievement and conduct and thus all authority and accountability of Partner employees and volunteers, as far as the National Board is concerned, is considered the authority and accountability of the National Director.

The National Director decides on the structure and organisation of the office. The National Director can delegate the responsibility, but not the accountability for specific functions to staff or volunteers.

The National Director operates within the framework of the international Articles of Partnership and has to observe the international policies, procedures, standards and guidelines adopted by the international Board of Trustees, the Management Council and the International Administration; and the National Director's decisions are guided by the values and principles of the AFS Network.

### **III. Responsibilities and key performance areas:**

Outlined below is an overview of the National Director's responsibilities. This overview is not meant to be restrictive or to prevent the National Director to instigate additional measures to ensure the achievement of organisational results as long as these actions are in line with board policies.

#### **Key Leadership Responsibilities**

- ***Mission and values:***
  - Articulate the mission, educational results and values of AFS in a way that generates enthusiasm internally and externally.
  - Convey the concepts of intercultural learning to internal and external stakeholders.
  
- ***Volunteer Development:***
  - Provide volunteers with a clear sense of focus and direction.
  - Foster the development of a volunteer driven organisation.
  - Formulate and implement strategies to strengthen and grow the current volunteer base in quantity and quality through recruitment, training, information-sharing, recognition, progression and succession.
  - Ensure that volunteer growth targets (quantity and quality) are reached.
  
- ***People management and development:***

## AFS Interculture South Africa National Director Job Description

- Lead staff and volunteers with a clear sense of direction and clarify the responsibility of each staff and volunteer role.
  - Ensure that AFS operates as a model employer of both staff and volunteers, for example by recruiting the best talent, ensuring competitive compensation and benefit packages for staff and recognition schemes for volunteers.
  - Provide staff and volunteers with ongoing support and adequate development/training opportunities.
  - Promote constructive staff relationships as well as staff-volunteer relationships, thus building unified, motivated and professional teams.
  - Ensure ongoing volunteer assessment to clarify the needs of the organisation in the short, medium and long term.
  - Formulate and implement strategies to expand volunteer capacity for assuming increased sense of ownership and accountability through recruitment, screening, training, information-sharing, recognition and succession planning.
- ***National Board support:***
    - Serve as a member of the National Board, depending on national law and by-laws of the organisation from time to time.
    - Advise the Board in their policy and strategic decision-making, and develop scenarios with clear recommendations.
    - Ensure implementation of board policies and decisions.
    - Keep the National Board informed on a regular basis of financial and programme performance, customer and Partner satisfaction.
- ***Marketing and programme development:***
    - Continually assess the existing and future market for intercultural education and, if necessary, make changes in the organisation to ensure competitive advantage.
    - Ensure market demand and potential are met-both within the AFS Network and within the organisation's particular territory.
    - Pursue opportunities to achieve growth and ongoing programme development.
    - Develop relationships and alliances that will benefit AFS and enhance the AFS brand.
- ***Strategic thinking and acting:***
    - Foster an organisational culture aimed at external focus, forward thinking and innovation and ensure on-going strategic planning.
    - Lobby governmental and local regulatory entities to advance the strategic priorities of AFS.
    - Cooperate closely with the formal and informal educational sector to remove obstacles to programme growth, improve service

## AFS Interculture South Africa National Director Job Description

delivery and receive recognition from the educational impact of AFS programmes.

- ***Funds development:***

- Develop fundraising plans and seek fund-raising opportunities in government and the corporate world, where and when appropriate for the overall organisational target of financially viable growth with quality.
- Ensure that the funds are spent in accordance with the restrictions of the donations.

### Key Management Responsibilities

- ***Programme management and volunteer development:***

- Ensure that programme and volunteer growth targets are reached, based on viable planning, coordination and evaluation.
- Ensure all programmes adhere to AFS policies, procedures, guidelines and quality standards, including timely placements and monthly contacts.
- Implement risk management and crisis communications plans and procedures.
- Manage customer expectations and ensure that AFS is held in high esteem by the customers, e.g. demonstrated through a high satisfaction rating in service evaluations.
- Identify and address potential liabilities and effectively handle episodes of poor customer service.
- Foster continuous improvement in educational content and service delivery through systematic monitoring and review of programme processes, staff performance and volunteer structure / volunteer capacity.

- ***Financial management:***

- Develop an annual operating budget and make future budget projections, determining appropriate income, expense and investment levels based on thorough financial analysis.
- Ensure effective budget performance, cash management and internal controls including good performance in collecting receivables and meeting payment obligations.
- Deal effectively with currency risks.
- Maximize cost effectiveness and optimize programme income.
- Build adequate reserves to ensure the organisational capacity for growth and emergencies.
- Protect the assets by effectively managing the financial risks and generating income from investments.

## **AFS Interculture South Africa National Director Job Description**

- Provide regular updates on financial performance to AFS International including progress year to date and projections for current year.
- ***Information and office management:***
  - Ensure that people's first impression of the national office is a professional, friendly one.
  - Have an understanding of all office systems and technology and ensure that they work effectively and efficiently.
  - Continuously search for ways to decrease office costs.
  - Maintain an overview of current and future information technology needs and AFS standards.

### **IV. Performance measurement:**

The National Director receives an annual performance and development review. The National Director is monitored against predefined criteria or key performance areas. The focus of the appraisal is based on objective measurement of her/his success in achieving financially viable growth with quality while respecting international standards, policies and criteria.

### **V. Nature and Scope**

AFS Intercultural Programmes, Inc. or AFS International is a not-for-profit membership organisation incorporated in New York State, USA. The members of AFS International are the Partners. The term "Partner" is used within AFS to refer to each independent, legally constituted, non-governmental, volunteer-driven organisation that has been approved for membership by the International Board of Trustees. The terms "AFS Partnership System" or "AFS Network" are synonymous and refer to the formal and legal structures comprising AFS worldwide (the Partners, the Provisional Partners and AFS International).

### **VI. Working Relationships within the AFS Network and with External Stakeholders**

The National Director is expected to establish a collaborative relationship with other National Directors.

The National Director is expected to advise and inform the International Administration and take part in international events such as World Congresses, Network Meetings or various international task forces, if called upon. The National Director works closely with the relevant Consultant of AFS International and any other international staff designated by the International Administration.

## **AFS Interculture South Africa National Director Job Description**

The National Director is expected to interact and link effectively with the external environment by building relations and alliances with other organisations, institutions and governmental/local regulatory agencies.

### **VII. Competencies and Attributes**

As a foundation, the *HRD Framework* outlines competencies for staff and volunteers, including specific leadership attributes, in the following areas:

1. External focus and networking
2. Service orientation
3. Collegiality and teamwork
4. Multicultural ease
5. Conflict management and negotiations
6. Strategic thinking and acting
7. Personal effectiveness

In addition the AFS Leadership Development project May 2004 identified the following skills:

1. Engage and inspire
2. Drive for results
3. Use insightful judgment
4. Apply financial acumen
5. Ensure execution
6. Promote collaboration
7. Adapt and learn
8. Innovate
9. Build talent

More specifically for the National Director, he/she should meet the following criteria:

10. A proven track record of successful leadership from previous job.
11. Ability to deal with complexity and make decisions in a timely manner.
12. A strong will to succeed; ability to build and preserve trust, integrity and fairness.
13. Fluency in the use of the English language.
14. Informed about educational and youth issues, and about the internal and external exchange market environment.