



Eseltjiesrus Donkey Sanctuary

Executive Manager

Job Description

Reporting to: Eseltjiesrus Donkey Sanctuary Board

Purpose of the position:

At Eseltjiesrus Donkey Sanctuary (EDS), we relate our success directly to our impact on donkey welfare. To continue operating at our high standards, EDS seeks a professional and experienced individual to join and lead the team, whilst upholding and promoting a culture of compassion and caring. The successful applicant needs to be a visionary leader with previous proven managerial experience in overseeing operations, human resources, finance, fundraising and communications. Therefore an expert communicator with a strong ability to delegate responsibilities and collaborate across a wide range of EDS action areas. Ultimately, the Executive Manager (EM) will be driven by the desire to lead and strengthen the management team towards maximum efficiency, focusing on donkey care and welfare. The post is full-time and whilst the position is based at the Sanctuary just outside McGregor, EDS is open to exploring flexible work arrangements.

Objectives of this Role:

- Collaborate with the executive managers (Exco) to enhance day-to-day operations.
- Develop and implement strategic plans in conjunction with Exco for Board approval.
- Evaluate and enhance organizational effectiveness through process improvement, team oversight and innovative approaches.
- Uphold standards of excellence in all operations.
- Seek out opportunities for expansion and growth through partnership development and advocacy for donkey welfare.
- Provide guidance and feedback to strengthen staff knowledge and skills.
- Ensure compliance with all relevant regulations, risk management and governance standards.

Key Performance Areas:

The day-to-day duties of the Executive Manager for this non-profit revolve around keeping the organisation running smoothly while supporting the outreach that EDS is currently developing. This outreach may involve co-ordinating appointments with the community or meeting with appropriate individuals and organisations, promoting ethical business practices, communicating values, strategies and objectives, assigning accountabilities, planning, monitoring and appraising job reviews.

- **Advocacy:**

- Promoting advocacy at appropriate opportunities by promoting donkey welfare and capitalising on our network to collaborate on emerging challenges.
- Ensuring clarity of EDS's goals.

- **Culture and Engagement:**

- Promoting and driving the EDS ethos of donkey care through advocacy and compassion.
- Communicating effectively with supporters and the public.
- Creating an engaged workforce (measures are absenteeism, turnover and employee engagement, happiness and motivation).
- Embedding a culture of caring (e.g. employee recognition, investment in training, career advancement opportunities and succession planning).

- **Financial Management:**

- Developing, implementing and maintaining budgetary and resource allocation plans, including staff costs.
- Financial reporting.
- Reporting for internal auditing and process improvement.
- Overview of accounts payable.
- Cash flow management and oversight.
- Operating expenses oversight.

- **Fundraising:**

- Managing all fundraising including adoptions, bequests and grants.
- Finding donors and sources of funding.
- Driving funding programmes.

- **Governance and Compliance:**

- Ensuring compliance (in terms of NPOs and Animal Welfare).
- Corporate Governance.
- External Financial Audits.

- **Human Resource Management:**

- Managing and monitoring the HR strategy.
- Overseeing the recruitment and training of high-performing staff to achieve EDS's strategic intent and business plan objectives.
- Increasing management's effectiveness.
- Overseeing people management processes.
- Resolving internal staff conflicts efficiently to the mutual benefit of those involved.

- **Management and Leadership:**

- Delegating responsibilities to the management team to perform their respective roles.
- Overseeing day-to-day operations.
- Managing team dynamics (Exco and staff in general).
- Providing an environment conducive to the development of leadership skills.
- Demonstrating leadership skills when dealing with the public, the EDS Board, internal staff engagements, adopters, etc.
- Exhibiting leadership around new ideas, strategies and opportunities and encouraging this throughout EDS.
- Monitoring overall behavioural objectives, track and measure the individual team members' work-related behaviours (part of Performance Management).
- Managing and training team members to ensure they collaborate and work together as a cohesive unit.
- Exhibiting supervisory skills to lead and manage the EDS team professionally and effectively.

- **Project Management:**

- Maintaining project timelines.
- Budget management.
- Resource-capacity management.
- Ensuring effective relationship and communication management.
- Risk management of projects.

- **Risk Management:**

- Managing the process of identifying, assessing and controlling threats to EDS.
- Tracking and measuring the risk management framework of EDS.

- **Strategic Planning:**

- Formulating with Exco and the Board a clear Strategic Plan.
- Driving the strategic intent as approved by the Board.
- Managing Succession Planning for managers and staff to ensure continuity and growth.

Member of the following EDS committees:

- EDS Board
- Executive Committee (Chairperson of this committee)
- Human Resources Committee
- Audit and Risk Committee
- Communication and Resource Development Committee
- Investment Committee

Further information on the post of the Executive Manager

1. Rationale for appointing an Executive Manager

Eseltjiesrus Donkey Sanctuary (EDS) wishes to appoint an Executive Manager (EM) who will oversee the structure and activities of the organisation with donkey welfare foremost in mind. Key task focuses are: shaping the work environment; setting strategy; allocating resources; developing managers; building the organisation; and overseeing operations.

Crafting a strategic vision (which once approved by the Board) the EM is the individual who can commit the entire organisation to a particular strategy spearheading the effort and not just presiding over it. The EM will supervise and implement operations as well as run the organisation by producing sound plans, identifying problems and opportunities early and responding to them timeously. This will then allow the other managers (Exco) to focus on their day-to-day tasks and responsibilities which will ensure that the functional and operational aspects of the organisation are well taken care of.

In a fast changing environment the EM will focus on aspects such as social media, sponsorship, advocacy, governance, risk management and fundraising which need to be part of the business concepts that EDS adopts so as to ensure success.

In summary, the appointment of the right person as the Executive Manager will ensure a distinctive work environment is in place; spearhead innovative strategic thinking; manage EDS' resources productively; direct people development and deployment processes; continue to build a dynamic organisation; and oversee day-to-day operations. Most importantly, the EM will see the interrelationships between these areas, set clear priorities and make the right things happen.

2. Overview of the position

EDS sees the Executive Manager as needing four key interconnected management skills to contribute to value creation for the organisation. These are:

(a) Visionary Leadership

Visionary leadership is one of the most important skills a leader should have.

Visionary leaders often possess the following characteristics:

- They think ahead of their time
- They are able to visualise things that do not yet exist
- They are passionate and dedicated to transforming their vision into reality

(b) Strategic Thinking Skills

There are concrete steps required to achieve a specific vision.

Executive Managers must be strategic thinkers in order to take the vision through to reality. The EM must constantly keep in mind all the internal and external forces that will come into play as these plans are executed.

(c) Negotiation and Conflict Management Skills

Negotiation and conflict management skills are essentials. The job of the EM involves collaborating, exchanging and networking with people both inside and outside the team and the organisation.

(d) Team-building and Interpersonal Skills

An Executive Manager must know how to delegate, and then to inspire and motivate to completion. Team-building, work engagement, leadership effectiveness and interpersonal skills run through every element of organisational management leadership.

3. Skills and Qualifications

The main requirement is that the Executive Manager be dedicated to the cause of the organisation and genuine in their intention to further EDS's goals. The EM must have strong organisational skills and be able to communicate well. They should also have strong knowledge of the non-profit industry to know how other non-profit organisations approach similar problems. Grant writing is a major part of this work, so the EM needs strong writing and editing skills.

In addition the Executive Manager needs:

- Proven track record in building and leading successful teams and holding staff accountable.
- Strong decision-making abilities and excellent communication, collaboration and delegation skills.
- Demonstrated ability to develop and maintain financial plans.
- Expertise in motivating and leading a diverse group of staff.
- Ability to cultivate trust with EDS staff, Board, suppliers and relevant organizations.
- Strong working knowledge of operational procedures within similar environments and NPOs.

4. Preferred Qualifications and Experience

- Bachelor's degree or relevant tertiary qualification, or an equivalent combination of training and work experience in business management, or specifically in non-profit management.
- Prior experience in a similar position and/or experience in the animal welfare environment will be an advantage. Advantageous if this is in donkey welfare and/or hands-on experience with equids.