



The Southern Academy for the Performing Arts

**SOUTHERN ACADEMY FOR THE PERFORMING ARTS (SAPA)  
JOB DESCRIPTION**

General Manager

SJD-2023-0101-OGM

<b>TITLE:</b> GENERAL MANAGER	<b>POSITION STATUS:</b> CONTRACT <input checked="" type="checkbox"/> PERMANENT <input type="checkbox"/>
<b>DEPARTMENT:</b> OFFICE OF THE GENERAL MANAGER	<b>SECTION:</b> N/A
<b>REPORTS TO:</b> BOARD	<b>SUPERVISES:</b> ADMINISTRATIVE MANAGER OPERATIONS MANAGER LEGAL MANAGER & CORPORATE SECRETARY ---INTERNAL AUDITOR--- HSE SPECIALIST PROCUREMENT AND CONTRACT OFFICER EXECUTIVE ASSISTANT
<b>INCUMBENT:</b>	<b>LOCATION:</b> SAPA SAN FERNANDO

**PURPOSE**

The General Manager is required to head SAPA, providing strategic direction and leadership for all performance spaces, orchestras, performing companies, and having direct oversight of its financial, technical, fundraising, and human resource activities. Is responsible for the development, management and maintenance of the theatre, performance spaces, and for developing and executing marketing strategies, to achieve the financial and artistic objectives of the organization.

The General Manager is expected to provide inspiring and strategic leadership while administering, directing, and coordinating all activities of SAPA toward the fulfillment of the institution’s values, mission, strategy, and the achievement of its annual goals and objectives. The incumbent must engage in strong stakeholder management activities and recommends, develops, and implements a comprehensive strategy to address the nations emerging characteristics in the performing arts sector and needs of the SAPA. The incumbent must undertake the necessary timely actions to meet the changing needs of the communities in which the SAPA operates, ensuring compliance with institutional, regulatory, and governmental requirements and the establishment of appropriate corporate strategies, plans and perspectives. The incumbent must transform performing arts and performing space delivery services to meet international and leading practice standards.

**KEY FUNCTIONS**

**Management:**

- Provides integrity and/or operational data as appropriate to the Board of Directors for assimilation and for development of SAPA’s Strategic Plan.
- Develops with the Board annual and longer-term objectives for the Administrative and Operations Departments.
- Establishes with direct reports individual tasks and targets to be achieved within the designated time frames and/or cost/quality parameters.
- Leads in the preparation of budget for and administers the functions of the organization with approval budget.



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- Appraises the extent of task achievement by and the performance and potential supervision of staff under immediate supervision.
- Administers other established human resource, financial, legal, and corporate management policies and procedures and monitors compliance by staff with these policies and procedures.

### **Operational/Technical/Professional:**

- Develops long-range strategic plans, governance structure, corporate objectives, plans and procedures, subject to agreed strategic imperatives and in accordance with policies approved by the Board.
- Provides leadership in the execution of the legal and regulatory framework that governs SAPA and support the Board's responsibility to develop and periodically review the mission, objectives, and strategic plan.
- Oversees the design, marketing, promotion, delivery, risk, and quality management of all performing arts and space utilization programs and services provided to the public by ensuring that policies and practices effectively support safe and quality patron care, and that the delivery of services provides the highest level of a positive experience to the customer.
- Develops a system of metrics to track the performance of the organization, govern the operations of the institution, set goals through objectively derived benchmarks, and monitor goals in a value-added manner.
- Oversees the financial and accounting ordinances of SAPA, recommends yearly budget for Board approval, and ensures prudent management of the financial resources within those budget guidelines, according to current laws and regulations.
- Ensures appropriate systems and structures are in place for the effective management and control of the organization and its resources including the employment, development, control, direction, and discharge of all employees of the organization. Ensure structures and systems for the development, review and recommendation of new programs, program expansion or changes.
- Represents the organization externally to the community, government, media, other organizations, and agencies, and communicate with related performing arts agencies and universities to promote co-ordination and/or planning of local services.
- Develops, recommends, and implements a framework of corporate policies and procedures to facilitate the achievement of established corporate goals and objectives in accordance with the mission and vision of the organization. Develops, recommends, and implements an appropriate framework of corporate policies and procedures for key operations.
- Plans, directs, controls and reports on the operations of the organization to ensure the achievement of defined work targets and to facilitate the attainment of established short, medium, and long-term goals and objectives.
- Oversees the preservation of the asset value of SAPA's capital investments. Oversees the management of construction and facility rehabilitation activities and ensures disaster and emergency preparedness activities are appropriately planned, exercised, and documented.
- Oversees the negotiation of professional, consultant and service contracts ensuring that appropriate internal and management controls are established and maintained.
- Oversees and establishes a strong corporate performance management system to ensure high levels of productivity across the organization and reviews and evaluates operational performance to initiate appropriate corrective action for the achievement of defined performance targets.
- Directs the implementation of a robust quality management system that results in conditions and actions conducive to good quality management and offer a model to transparently present these to managers, considering their own part in quality and safety.
- Directs the effective coordination of a security system to ensure the availability, proper utilization and safekeeping of the institution's resources and assets.



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- Coordinates the preparation of annual budgets for the operations of the organization, administers sanctioned budgets, and approves operational and financial transactions within established discretionary limits.
- Establishes an organizational structure to ensure accountability of all departments and staff for fulfilling the mission, objectives, and strategic plan of the institution.
- Represents the organization with customers, external agencies, government, the media, and the public and liaise with regional and international performing arts sector agencies as required to promote the objectives of SAPA.
- Prepares management reports and reviews corporate performance reports for submission to the Board.
- Signs relevant legal, security and institutional documentation on behalf of the Authority as required.
- Translates the strategic direction of the Board, goals and objectives into operational plans and activities in accordance with the approved business plan and engage the SAPA team to effectively carry out the mandate. Utilizes a set of numbers (metrics) representing key success factors.
- Executes any other related duties as assigned by the Board.

### **KEY RELATIONSHIPS**

#### **Internal**

Liaises with Leadership and Management Teams, Sub Committees of the Board, All Departments.

#### **External**

Liaises with Government Authorities and Regulatory Bodies, External Consultants, Vendors and Suppliers.

### **PERSON SPECIFICATION**

#### **Description:**

A thought leader in performing arts and management and possesses extensive theoretical and practical knowledge of strategic management, operations management and administration, business development, finance, human resources, quality management, risk management and regulatory requirements set by the government.

Clear understanding of the organization's short, medium and long-term goals and objectives, sound appreciation of performing arts sector management issues, imperatives, and challenges; negotiating ability, interpretative judgement, calculative, analytical, diagnostic and communicative abilities, and well-developed knowledge of the institutional, governmental, socio-economic and cultural framework in which SAPA operates. Develop appropriate key performance indicators to monitor institutional performance and design collection methods to produce timely, actionable information.

#### **Education:**

- A Bachelor's Degree in Business Administration, Finance, or related area.
- Recognized certificate in Project Management is preferred.
- MBA or relevant master's degree is required.

#### **Experience:**

- A minimum of ten (10) years in a leadership role within an organization.
- Experience in an operations management position; previous experience in a live theatre organization is preferred.
- Experience in finance and accounts management, including budgeting, forecasting, monthly financial reporting, and audit compliance.
- Experience of managing facilities and services for a medium sized organization.



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- Systems implementation, change management experience.
- Experience in Organizational Performance Management in the public sector
- Experience in Public Sector Administration

### **JOB COMPETENCIES:**

#### **Knowledge & Skills**

**Knowledge of:** Performing Arts Sector, Front of House Operations, Marketing Public Relations, Event Management, Project Management, Technical understanding of Light, Stage and Audio requirements in a theatre setting, Theatre Management, Human Resource Management, Operations Management, public sector management

- Strategic Leadership
- Communication (oral & written)
- Conflict Management and Resolution
- Problem Solving and Analytical Skills
- Decision Making and Problem Solving
- Business Acumen
- Planning and Organizing
- Relationship Management
- Technical & Professional Skills

### **KEY ATTRIBUTES:**

- Visionary and Adaptive Leadership: plans and executes vision based on both current and future possibilities and inspires the teams to adapt and thrive in a changing environment. Demonstrates openness, imagination, persistence, conviction, and the ability to lead a meaningful process of change in a purposeful manner.
- Masterful Execution. Uses appropriate methods of power to motivate colleagues and stakeholders into action for accomplishing needed, tasks, and objectives. Creates a focus around key priorities and builds the capability to deliver results.
- Results oriented, requires establishing and maintaining challenging achievement goals and exerting.
- Strategic Thinking, Strategic Scanning: Ability to move the business of performing arts beyond the traditional paradigms of delivery and apply new approaches and perspectives to solve problems. Looks beyond status quo and traditional boundaries to explore the new. Is future-based, curious, long-term-focused, willing to take risks, able to prioritize, and both nimble and creative.
- Self-Mastery: Is able to perceive, understand, control and evaluate their own emotions and those of others. Is emotionally intelligent and influences, motivates and inspires others. Understands own strengths and developmental needs, as well as the will and discipline to use these strengths for the benefit of others. Acknowledges that learning is a tool to further development.
- Strong interpersonal skills: ability to work with individuals at all levels of the organization.
- Ability to motivate, lead, develop and manage a diverse team. Ability to manage a wide range of differing functions within an organization.

### **WORK ENVIRONMENT**

- This job operates in a professional office environment. This role routinely uses standard office equipment.
- This job operates at irregular hours based on the schedule of the theatre and the incumbent is required to work late and/or work shift, public holidays and weekends based on the theatre schedule.