

Finance Manager Job Description

Complete client delivery sample | Example Mining Operations | Namibia

This fully developed example uses a fictional single-site mining business. Company details, authority limits, baselines and targets are illustrative. It demonstrates the role profile, linked performance schedule and approval records supplied to a client. Signature fields are intentionally unexecuted.

Role identity and document control

Field	Sample role detail
Employer and location	Example Mining Operations, Erongo Region, Namibia
Department and role family	Finance and Accounting Finance Management
Position and headcount	Finance Manager One position Full-time, permanent
Document reference and version	FM-MINE-001 Role profile 1.0 KPI schedule 1.0
Operational reporting line	General Manager
Functional reporting line	Group Chief Financial Officer (CFO)
Document owner	General Manager, supported by HR and the Group CFO
Illustrative effective and review dates	1 November 2026 Next scheduled review 1 November 2027
Job grade	Not evaluated for this sample. Formal Paterson grading is a separate assignment.

Role purpose

Lead the site finance function so that management receives reliable financial information, the operation meets its finance obligations, and financial resources are controlled responsibly. Translate operational activity into clear financial reporting, forecasts and decision support. Maintain sound accounting, cash planning and internal controls; develop the finance team; and provide constructive challenge to managers while working within the employer's approved authority framework.

The role owns site finance delivery. Group consolidation, financing strategy and final statutory financial-statement approval remain with the Group CFO and authorised governance bodies.

Handover record

Client delivery includes the editable role profile, matching PDF, linked KPI schedule, approval record and version history shown in this sample. The client's branding, actual reporting structure, confirmed role requirements and approved delegations replace the illustrative employer details during the assignment.

Reporting relationships and operating scope

Operating context

The illustrative employer operates one mine and associated processing plant, with approximately 500 employees. Finance supports mining, processing, engineering, supply chain and corporate support activities. The site uses an integrated ERP system, separate payroll software and group reporting templates. Group Finance supplies accounting policy, treasury oversight and specialist tax support.

Reporting structure

- General Manager: operational manager of the Finance Manager.
- Group CFO: functional oversight of accounting policy, financial control, treasury and reporting standards.
- Finance Manager: three direct reports - Senior Accountant, Cost Accountant, and Payroll and Accounts Supervisor.
- The Payroll and Accounts Supervisor manages the Accounts Payable Officer, Accounts Receivable and Treasury Officer, and Payroll Administrator. The Finance Manager therefore leads six finance employees in total.

Resources and responsibility boundaries

Manage the approved finance departmental budget and allocate finance work, access and review responsibilities. Coordinate the site operating and capital budgets with budget owners. Operational managers own production assumptions, physical custody of assets and operational spending decisions; Finance validates, analyses and reports the financial implications. The role has no independent authority to borrow, invest funds or release bank payments.

Interface	Purpose and working relationship
General Manager and budget owners	Review performance, challenge assumptions and agree corrective actions.
Group CFO and Group Finance	Apply accounting policy, submit site packs and escalate financial risks.
HR, supply chain and stores	Reconcile authorised payroll inputs, purchase-to-pay records and inventory movements.
Engineering and processing teams	Validate asset, maintenance, stock and production-cost information.
IT and system owners	Maintain authorised access, reliable interfaces and recovery arrangements.
Auditors, tax advisers and regulators	Provide authorised evidence and coordinate responses within the assigned mandate.

Key performance areas one to three

KPAs identify the main areas of accountability. The performance weights below link to the eight KPIs in the separate performance schedule in this document.

KPA 1 Financial reporting and close

Performance weight 20 percent | Linked measure KPI 1

- Own the monthly site close plan, allocate tasks and verify completion of reconciliations, accruals, journals and review controls.
- Review the trial balance, balance-sheet substantiation, revenue and expenditure cut-off, and material estimates against group accounting policy.
- Prepare the management pack with understandable variance commentary, risks, cash implications and actions for management.
- Resolve reporting differences with Group Finance and maintain a traceable record of adjustments and approvals.

Outputs: reviewed monthly site reporting pack, reconciled ledgers, close checklist and documented management commentary.

KPA 2 Budgeting and forecasting

Performance weight 15 percent | Linked measure KPI 2

- Coordinate the annual operating and capital budget and quarterly forecasts with accountable budget owners.
- Document production, price, exchange-rate, headcount and cost assumptions; test consistency and challenge unsupported inputs.
- Maintain integrated profit, cash and capital forecasts and explain changes against approved plans.
- Submit the consolidated site plan for approval and communicate approved budgets and forecast changes to managers.

Outputs: supported budget and forecast submissions, an assumptions register, scenarios and an approval trail.

KPA 3 Cost performance and capital stewardship

Performance weight 15 percent | Linked measure KPI 3

- Analyse cost drivers and unit costs using reconciled financial and operational data.
- Agree and follow up material variance actions with budget owners, separating volume, rate and efficiency effects.
- Review capital business cases, commitments, asset capitalisation and disposal documentation under approved policy.
- Coordinate inventory and asset reconciliations, count reviews and investigation of significant differences.

Outputs: cost-driver analysis, action register, capital monitoring and supported asset and inventory reconciliations.

Key performance areas four to six

KPA 4 Cash flow and working capital

Performance weight 15 percent | Linked measure KPI 4

- Maintain a rolling 13-week cash forecast using approved commitments, payroll, tax and other expected cash movements.
- Review receivable ageing, supplier payment proposals, bank reconciliations and working-capital exceptions.
- Escalate forecast funding shortfalls and material changes early enough for Group Treasury to act.
- Maintain segregation between transaction preparation, finance review, master-data changes and bank release.

Outputs: weekly cash forecast, payment-review evidence, working-capital review and escalated funding requirements.

KPA 5 Payroll and statutory finance obligations

Performance weight 10 percent | Linked measure KPI 5

- Review payroll reconciliations and exceptions against HR-authorized employee and pay changes before release for approval.
- Maintain the applicable finance compliance calendar, including assigned PAYE, VAT and other reporting or payment milestones.
- Coordinate calculations, supporting records and authorised submissions with Group Finance and appointed tax advisers.
- Protect payroll and tax information and escalate unresolved filing, payment or interpretation risks before deadlines.

Outputs: reviewed payroll control pack, complete statutory finance working papers, calendar evidence and issue log. Current legal requirements and deadlines are maintained in the employer's approved compliance register.

KPA 6 Internal control and audit readiness

Performance weight 15 percent | Linked measure KPI 6

- Maintain documented finance controls, approval evidence, reconciliations and a register of control deficiencies.
- Investigate unusual transactions and conflicts of interest; escalate suspected fraud through the designated reporting channels.
- Coordinate internal and external audit evidence, responses, responsible action owners and completion dates.
- Monitor remediation and obtain independent verification where required; report unresolved high-risk matters to the Group CFO.

Outputs: controlled finance records, audit-ready schedules, an updated finance risk register and evidenced remediation actions. Internal Audit retains independent assurance responsibility.

Team leadership systems and operating calendar

KPA 7 Finance team leadership

Performance weight 5 percent | Linked measure KPI 7

- Set clear responsibilities and work plans for direct reports and ensure the wider finance team understands review and escalation requirements.
- Coach staff, review performance, address capability gaps and maintain development and succession plans.
- Arrange leave and back-up coverage so critical controls and deadlines continue during absences.

Outputs: documented objectives, quarterly development reviews, training actions and tested back-up arrangements.

KPA 8 Finance systems and data integrity

Performance weight 5 percent | Linked measure KPI 8

- Act as the finance business owner for ERP and payroll interfaces, reporting definitions and finance master-data controls.
- Review access and segregation conflicts with IT, authorise appropriate changes and track unresolved exceptions.
- Validate financial reports and process changes before use; support recovery testing and controlled process improvement.

Outputs: reliable finance data, completed access reviews, authorised change records and maintained procedure documentation.

Illustrative recurring delivery calendar

Cycle	Main deliverables	Review or approval
Weekly	13-week cash forecast; one-week cash forecast locked before the week begins; urgent control issues.	Group CFO and General Manager
Monthly	Close by working day 5; management pack by day 7; key reconciliations reviewed by day 8.	General Manager and Group Finance
Each payroll cycle	Review payroll control pack before the approved payroll release date.	HR and authorised payroll approver
Quarterly	Forecast, access review, development reviews and finance risk review.	Group CFO and HR as relevant
Annually	Budget, audit schedules, policy review, succession and role-profile review.	Approved annual planning calendar
As obligations fall due	Finance-controlled statutory milestones and evidence of authorised filing or payment.	Approved compliance register

Decision authority and segregation of duties

The following is the complete illustrative delegation schedule DA-01 for this sample. These limits demonstrate the client delivery format; a live assignment records the employer's authorised delegations. All approvals require supporting evidence, an approved budget where relevant, and an independent reviewer when the Finance Manager has a personal interest.

Decision	Finance Manager authority	Approval or escalation
Routine accounting journals	Review and approve routine journals up to N\$100,000 absolute value when prepared by another authorised employee.	Group CFO approves higher-value journals and all material estimates, impairments, policy changes and related-party adjustments.
Finance departmental purchases	Approve ordinary finance purchases up to N\$25,000 per commitment within the approved departmental budget and procurement rules.	Higher values and unbudgeted commitments follow the General Manager and Group CFO approval route. No splitting of commitments.
Bank and supplier payments	Review supporting records and recommend a payment batch. No authority to release funds in the bank.	Bank release requires the independently authorised signatories under the bank mandate.
Supplier or bank master data	Confirm documentary evidence and recommend a change.	A separate authorised master-data custodian implements it; an independent reviewer verifies the change before payment.
Capital, write-offs and credit terms	Analyse, challenge and recommend. No final approval authority.	General Manager, Group CFO or Board approval according to the reserved-matters register.
Payroll and employment actions	Review payroll controls and recommend staffing or development actions.	HR and the designated manager approve pay changes, recruitment and disciplinary decisions.
Borrowing, guarantees and tax settlements	Prepare evidence and recommendations. No authority to bind the employer.	Group CFO and the relevant authorised governance body.

Control boundaries and escalation

The Finance Manager may return incomplete transactions and pause processing where approvals or evidence are missing. Notify the responsible manager promptly and escalate unresolved issues to the Group CFO. No employee may prepare, approve and release the same payment, approve their own expense, or bypass a control to meet a deadline. Conflicts involving the normal reporting line go to the designated independent ethics or governance channel.

Qualifications experience and competencies

Essential role requirements

- A recognised qualification in accounting, finance or an equivalent field, supported by demonstrated ability to perform the role.
- At least seven years of progressively responsible finance experience, including three years leading or supervising a finance team in a complex operation.
- Practical experience of monthly close, budgeting, cash forecasting, financial controls, audit preparation and ERP-based reporting.
- Working knowledge of applicable financial-reporting requirements and Namibian payroll and tax processes, with access to specialist advice for interpretation.
- Strong spreadsheet and financial-analysis skills, clear written reporting and the ability to explain financial implications to operational managers.

Preferred experience and development

A relevant professional accounting qualification or membership, and experience in mining, processing or another asset-intensive industry, strengthen suitability. Specialist statutory sign-off is performed by appropriately authorised persons. Qualifications and experience are assessed against the actual work rather than used as substitutes for demonstrated capability.

Competency	Expected observable behaviour
Financial judgement	Identifies material issues, checks assumptions and explains a supported recommendation.
Planning and execution	Coordinates dependencies, assigns ownership and delivers review-ready work by the agreed date.
Control and integrity	Maintains evidence, challenges inappropriate instructions and escalates conflicts promptly.
Operational understanding	Connects cost and cash movements to production, maintenance, stock and staffing drivers.
Communication and influence	Gives managers clear options, explains trade-offs and challenges constructively.
People leadership	Sets expectations, gives useful feedback, develops capability and maintains back-up coverage.
Data and systems discipline	Tests reconciliations and report logic, protects access and documents controlled changes.

Working conditions risk and professional conduct

Working arrangements

The role is based in the mine administration office, with scheduled visits to operational areas and occasional travel to the group office, advisers or banking partners. Normal office hours apply, with planned peak periods during close, budget and audit cycles. The employer agrees availability and coverage requirements through its employment and working-time arrangements.

Operational visits require site induction, applicable PPE, awareness of mobile equipment and adherence to restricted-area and emergency procedures. Any travel, driving or occupational-health requirement is assessed for the actual duties, with appropriate support and reasonable adjustments. The role does not operate mining equipment.

Material role risks and expected responses

Risk	Required response
Incorrect or delayed reporting	Use reconciliations, independent reviews and a close checklist; record unresolved material matters.
Unauthorised payments or fraud	Maintain segregation, verify change evidence, investigate exceptions and escalate suspected misconduct.
Cash shortfall or supplier disruption	Update forecasts, validate commitments and escalate funding risks with options and timing.
Payroll or statutory errors	Reconcile approved inputs, maintain calendar ownership and obtain authorised specialist review.
Loss of financial data or inappropriate access	Apply access reviews, controlled sharing, back-up procedures and incident escalation.
Single-person dependency	Maintain procedure notes, cross-training and independently reviewed handovers.

Ethics confidentiality and record keeping

Protect commercially sensitive, personal, payroll and banking information. Use authorised systems and recipients, retain records under the approved retention schedule, disclose conflicts and gifts, and maintain accurate supporting evidence. Report suspected fraud, data incidents or material control failures promptly through the relevant channels. Urgent matters are escalated the same working day; emergencies use the immediate incident procedure.

Related employer documents

Illustrative references: FIN-01 Accounting and Close; FIN-02 Treasury and Payments; FIN-03 Procurement and Delegations; HR-01 Payroll and People Management; IT-01 Access and Information Security; SHE-01 Site Safety. The document owner maintains the current approved policy register.

Performance schedule and review rules

Schedule FM-KPI-001 version 1.0 | Illustrative review period 1 November 2026 to 31 October 2027. The baseline figures below are fictional worked examples, not industry benchmarks. They show how a complete client schedule records a baseline, target, measure, evidence and owner.

ID and linked KPA	Measure	Weight	Example baseline	Target
1 Reporting	On-time site close	20%	5 of 6 closes on time 83.3%	100% by working day 5
2 Planning	On-time supported planning submissions	15%	3 of 4 submissions 75%	100%
3 Cost and capital	Due finance variance actions completed	15%	8 of 12 actions 66.7%	At least 90%
4 Cash flow	One-week cash payment forecast error	15%	12% weighted absolute error	10% or less
5 Payroll and statutory	Finance-controlled milestones on time	10%	12 of 12 milestones 100%	100%
6 Control and audit	Due remediation actions verified complete	15%	9 of 12 actions 75%	At least 95%
7 Team leadership	Team development reviews completed	5%	4 of 6 eligible staff 66.7%	100% quarterly
8 Systems and data	Scheduled access reviews completed	5%	1 of 2 reviews 50%	100% quarterly

Review ownership and evidence

The Finance Manager maintains the evidence and exception log. The General Manager conducts the performance review with functional input from the Group CFO; HR checks consistency of process. Monthly operational reviews track progress, with quarterly documented performance discussions and an annual assessment.

Fair interpretation and change control

Weights total 100 percent. The employer agrees any rating scale separately; this schedule does not automatically convert achievement percentages into an employment rating. No due items means not applicable for that period, not automatic full achievement. Record scope, owner, evidence cut-off and any agreed treatment before review. Targets, weights, due dates and exclusions change only through documented approval; retain the original result and reason for any revision.

Review dependencies such as operational data, HR inputs, system availability and Group CFO approvals. Report their effect with evidence. Timeliness never permits inaccurate reporting or bypassing controls. Material integrity, safety or confidentiality concerns are addressed through the appropriate process independently of the weighted indicators.

KPI definitions one to three

KPI 1 On time site close

Linked KPA 1 | Weight 20 percent | Direction higher is better.

Definition: site monthly closes completed and accepted by Group Finance by working day 5, divided by closes due, multiplied by 100. A complete close includes the signed checklist, required reconciliations and approved material adjustments. A rejected or materially incomplete close is not counted as on time.

Baseline: 5 of 6 closes in the fictional six months ending September 2026, or 83.3 percent. Target: 100 percent. Review monthly and over a rolling six-month window. Evidence: timestamped submission, acceptance record, close checklist and reconciliation approvals. Evidence owner: Senior Accountant; accountable owner: Finance Manager; reviewer: Group CFO.

Dependency and quality guardrail: operational and group inputs follow the agreed close calendar. Log delays and escalate before the deadline; never defer a known material error simply to achieve the date.

KPI 2 Supported planning submissions on time

Linked KPA 2 | Weight 15 percent | Direction higher is better.

Definition: budget or quarterly forecast submissions accepted as complete by the approved planning deadline, divided by submissions due, multiplied by 100. Complete means approved templates, documented assumptions, profit and cash reconciliation, and budget-owner validation are included.

Baseline: the last four fictional planning submissions due by September 2026, with 3 of 4 on time, or 75 percent. Target: 100 percent. Review at each submission and quarterly. Evidence: approved planning calendar, submission register, assumptions and review sign-off. Evidence owner: Cost Accountant; accountable owner: Finance Manager; reviewer: General Manager with Group Finance.

Dependency and quality guardrail: production, staffing and commercial assumptions are supplied by named owners. Report unsupported assumptions transparently; a timely but unsupported pack does not qualify.

KPI 3 Completion of due finance variance actions

Linked KPA 3 | Weight 15 percent | Direction higher is better.

Definition: finance-owned variance investigation or analysis actions completed with accepted evidence by their agreed due dates, divided by finance-owned actions due, multiplied by 100. Routine analysis actions are normally due within ten working days of the monthly review; specific dates are recorded when assigned.

Baseline: the fictional September 2026 action cycle, with 8 of 12 actions completed, or 66.7 percent. Target: at least 90 percent. Review monthly. Evidence: versioned action register, analysis and budget-owner acceptance. Evidence owner: Cost Accountant; accountable owner: Finance Manager; reviewer: General Manager.

Dependency and quality guardrail: operational implementation belongs to the operational action owner. Keep those actions visible separately and retain overdue finance actions in the denominator. Changed due dates require prior documented approval.

KPI definitions four to six

KPI 4 Cash payment forecast error

Linked KPA 4 | Weight 15 percent | Direction lower is better.

Definition: for the latest four completed weeks, sum the absolute differences between each locked one-week-ahead forecast and actual gross cash payments; divide by total actual gross cash payments for those weeks and multiply by 100. Compare gross payments consistently, rather than a net cash number that may approach zero.

Baseline: the last four completed fictional weeks in September 2026, with weighted absolute percentage error of 12 percent. Target: 10 percent or less. Review weekly with a monthly summary. Evidence: timestamped locked forecasts, bank-reconciled payment reports and exception explanations. Evidence owner: Accounts Receivable and Treasury Officer; accountable owner: Finance Manager; reviewer: Group CFO.

Dependency and quality guardrail: include approved payroll, tax, supplier and capital payments consistently. Log changes after forecast lock. Do not delay valid payments to improve the result. If actual payments total zero, record not applicable and explain the period.

KPI 5 Finance controlled milestones on time

Linked KPA 5 | Weight 10 percent | Direction higher is better.

Definition: assigned finance-controlled payroll and statutory preparation or review milestones completed with accepted evidence by their calendar deadlines, divided by such milestones due, multiplied by 100. Record the separate final filing or payment deadline and authorised submitting person in the compliance calendar.

Baseline: fictional September 2026 milestones, with 12 of 12 completed on time, or 100 percent. Target: 100 percent. Review each cycle and monthly. Evidence: approved calendar, payroll or tax review packs and completion timestamps. Evidence owner: Payroll and Accounts Supervisor; accountable owner: Finance Manager; reviewer: Group CFO, with HR for payroll.

Dependency and quality guardrail: reconcile HR and specialist inputs. Escalate threatened final filing or payment deadlines even where the Finance Manager's own milestone was completed on time. Record final compliance outcomes alongside this measure.

KPI 6 Verified control remediation

Linked KPA 6 | Weight 15 percent | Direction higher is better.

Definition: finance-owned remediation actions accepted as complete by the designated verifier by their agreed due dates, divided by finance-owned actions due, multiplied by 100. Completion requires evidence that the action addresses the identified control deficiency.

Baseline: the fictional September 2026 review, with 9 of 12 due actions verified complete, or 75 percent. Target: at least 95 percent, with no overdue critical action lacking documented risk acceptance by the authorised risk owner. Review monthly. Evidence: audit and control action register, verification and risk-acceptance records. Evidence owner: Senior Accountant; accountable owner: Finance Manager; reviewer: Group CFO with independent assurance input.

Dependency and quality guardrail: Internal Audit retains independence. Do not close an action solely on self-certification or remove overdue actions from the register.

KPI definitions seven and eight and worked example

KPI 7 Team development reviews

Linked KPA 7 | Weight 5 percent | Direction higher is better.

Definition: eligible finance employees with a documented quarterly development review and agreed follow-up actions by quarter-end, divided by eligible finance employees, multiplied by 100. Eligibility means employed in the team for at least 90 days during the quarter; record other employees' induction and initial objectives separately.

Baseline: the fictional quarter ending September 2026, with 4 of 6 eligible employees reviewed, or 66.7 percent. Target: 100 percent quarterly. Evidence: confidential review records, development plans and training follow-up. Evidence owner: Payroll and Accounts Supervisor for team records; accountable owner: Finance Manager; reviewer: General Manager with HR.

Dependency and quality guardrail: the Finance Manager reviews direct reports and ensures that the supervisor reviews indirect reports. Assess the quality of agreed actions, rather than counting signatures alone.

KPI 8 Finance access reviews

Linked KPA 8 | Weight 5 percent | Direction higher is better.

Definition: scheduled quarterly finance-system access reviews completed with role-owner sign-off and an exception action log by their due dates, divided by reviews due, multiplied by 100. The review covers ERP, payroll and banking-related finance access within the approved scope.

Baseline: the fictional quarters ending June and September 2026, with 1 of 2 reviews completed, or 50 percent. Target: 100 percent quarterly. Evidence: dated access listing, review sign-off, segregation assessment and IT action tickets. Evidence owner: designated finance systems coordinator; accountable owner: Finance Manager; reviewer: Group CFO with IT.

Dependency and quality guardrail: IT implements authorised access changes. The Finance Manager tracks completion and escalates unresolved conflicts; signing a review does not close its outstanding risk actions.

Worked cash forecast calculation

Week	Locked forecast	Actual payments	Absolute difference
1	N\$1,000,000	N\$1,100,000	N\$100,000
2	N\$1,200,000	N\$1,000,000	N\$200,000
3	N\$900,000	N\$1,000,000	N\$100,000
4	N\$1,100,000	N\$900,000	N\$200,000
Total	N\$4,200,000	N\$4,000,000	N\$600,000

Weighted absolute error = N\$600,000 divided by N\$4,000,000 multiplied by 100 = 15 percent. This exceeds the illustrative 10 percent target. Explain the drivers and agree improvements; this calculation alone does not determine an employment rating.

Approval acknowledgement and ongoing review

Approval and validation record

These fields demonstrate the final client sign-off format. They are intentionally unexecuted in this public sample. A live client issue records the authorised individuals, signatures or electronic approval references, dates and any explicitly accepted pending items.

Responsibility	Designated role	Signature or approval reference	Date
Preparation	Tara Nawa role-design consultant	Sample prepared for demonstration	1 November 2026
Role and reporting-line validation	General Manager	_____	_____
Finance content, authority and KPIs	Group CFO	_____	_____
Organisational consistency	HR Manager	_____	_____
Final authorisation	General Manager and Group CFO	_____	_____

Employee acknowledgement

I acknowledge that this role profile, decision authority, performance measures and reporting relationships have been explained to me. I understand the review and escalation arrangements and know where to obtain the current approved policies. My acknowledgement records communication of the role; employment terms and policy changes follow the employer's applicable processes.

Employee name _____ Signature _____ Date _____

Manager name _____ Signature _____ Date _____

Version control and review

Version	Date	Change	Owner
1.0	1 November 2026	Initial complete illustrative role profile and linked KPI schedule.	General Manager / Group CFO

Review annually and whenever structure, responsibilities, systems, authority, operating conditions or regulatory obligations materially change. HR coordinates consistency across related roles. The document owner records the reason, approvals and effective date, archives the superseded version and communicates the change to the employee and affected managers. KPI changes are versioned separately with their effective review period.