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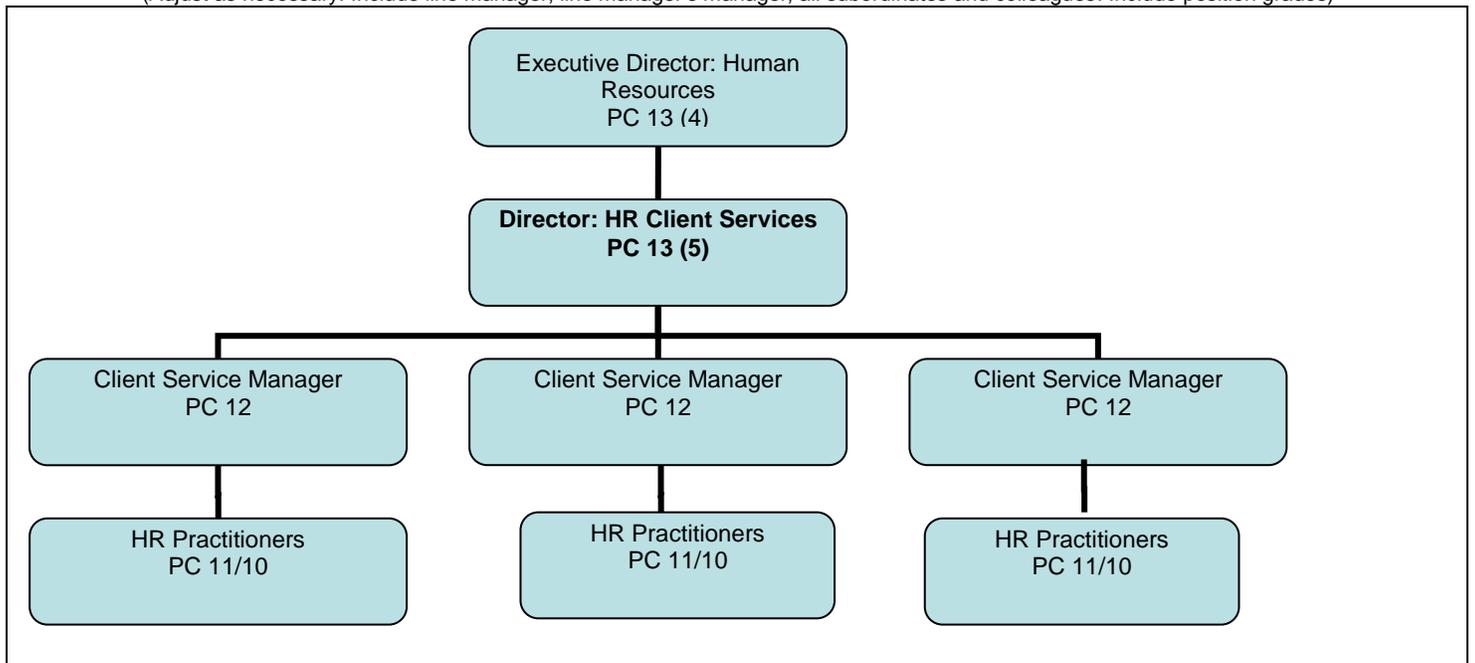
- Forms must be downloaded from the UCT website: <http://forms.uct.ac.za/forms.htm>
- This form serves as a template for the writing of position descriptions.
- A copy of this form is kept by the line manager and the position holder.

POSITION DETAILS

Position title	Director: HR Client Services		
Job title (HR Practitioner to provide)			
Position grade (if known)	PC 13 (P 5)	Date last graded (if known)	2011
Academic faculty / PASS department	Human Resources		
Academic department / PASS unit	HR Client Services		
Division / section			
Date of compilation	April 2018		

ORGANOGRAM

(Adjust as necessary. Include line manager, line manager's manager, all subordinates and colleagues. Include position grades)



PURPOSE

The main purpose of this position is to provide strategic leadership, direction and support and to implement a model for providing a client-centric HR generalist service to the University. In doing so the incumbent of this position will also be required to consult and coach HR staff in the HR Client Services section for organisational effectiveness. This person will be accountable to the Executive Director for Human Resources.

CONTENT

Key performance areas		% of time spent	Inputs (Responsibilities / activities / processes/ methods used)	Outputs (Expected results)
1	Strategic Leadership and Service Management	30%	<ul style="list-style-type: none"> • Be accountable for guiding, managing and implementing the provision of a value add client-centric HR generalist service • Establish and promote the use of rigorous quality assurance processes to evaluate the service model and to drive service excellence • Produce a range of written material, including reports and statistical analyses on the work of the service to relevant stakeholders • Participate in executive, management and staff meetings to lead and ensure consistent implementation of HR programs, policies and procedures across UCT • contribute as member of bargaining teams to ensure ongoing HR Client Services input into bargaining decisions and consistent implementation of bargaining agreements • Support Client Service Managers in developing Faculty/Department specific HR service plans and training interventions to address client needs and gaps • Work closely with HR specialists to ensure cohesion in the HR offering and clarity between the roles of the generalists and specialists within and outside of the section • Be immersed and up to date on ongoing issues and developments with each of the operational areas served by the HR Client Services Managers • Recommend the development of HR policies, procedures and practice based on trends and experiences in the client base • Anticipate and deal proactively with any issues or risks emanating from the client base • Ensure that client concerns and complaints are investigated and resolved in a manner that adds value to UCT • Lead the team by setting an example through professional knowledge and commitment to service excellence 	<ul style="list-style-type: none"> • Service is integrated, consistent across UCT and well-managed and is regarded as value adding • Service model is responsive to changes in the UCT environment • Priorities, including competing priorities, are clear to both clients and the CS team and delivered on within the necessary time-frames • Goals and objectives of the service are clearly communicated and understood by clients and staff • Evaluation outcomes continually used for service improvement • Advice of the Director, HR Client Services is proactively sought and the contribution which he/ she can make to further the people goals of the university is widely recognised • Clients provide service feedback readily and honestly and have faith that their concerns will be addressed constructively and decisively

2	Client Engagement and Relationship Management	20%	<ul style="list-style-type: none"> • Develop and build effective relationships with internal and external stakeholders to encourage integration of HR best practice into client planning and operation • Be the key liaison between the HR department, specialists and the client to ensure that the HR service and HR policies are client-aligned and that the most appropriate solutions are being used to serve client requirements • Proactively develop relationships with relevant HR specialists and relevant colleagues to ensure effective and appropriate action on issues which emanate from and impact the client base • Proactively engage with Client Service Managers on issues which require escalation for a UCT decision and ensure that this happens • Quality assure and vet proposals, motivations and process documents emanating from the client base through HRCS prior to their approval by the respective final authority in accordance with the Council approved HR Delegations of Authority • Ensure that the EDHR and management team are briefed on client issues to facilitate central decision making, communication and alignment 	<ul style="list-style-type: none"> • Constructive relationships which result in partnership /collaboration on issues requiring joint solutions and decision making • Constructive relationships which ensure role clarity between clients/line managers and HRCS • Constructive input and learning between HRCS and the HR specialist areas • Good risk management as a result of sharing of information within a context of constructive relationships • Policy contentions are raised with the relevant HR specialist areas and respective policy owners proactively • HR processes, requests are
3	Change Management	25%	<ul style="list-style-type: none"> • Apply a structured change management approach and methodology to take the service to the required level • Develop a change management strategy based on a situational awareness of the change and the clients/staff being impacted by the change • Identify potential people risks and anticipated points of resistance in the client base and HRCS, and develop specific plans to mitigate these or address concerns • Develop a set of actionable and targeted change management plans, including communication plan, coaching plan, training plan and resistance management plan • Be responsible for execution of plans • Be an active and visible coach to the HR Client Service Managers • Identify resistance and performance gaps in the service, and work to develop and implement corrective actions • Create and enable reinforcement mechanisms and celebrations of success 	<ul style="list-style-type: none"> • Clear and documented strategy and plan for transforming the HR Client Services offering to UCT • Service is transformed from reactive to proactive • Staff understand and buy in to the revised roles • Behaviours and orientation of HR staff demonstrate and reflect the intent of the revised role and service offering • Improved and clear role ownership by clients and HR staff • Section is staffed by competent and empowered staff • Staff morale is high with retention of top performers

4	Manage Staff	10%	<ul style="list-style-type: none"> ● Recruit and induct the right managers to fulfil service delivery goals ● Set clear and measurable goals in order to manage the professional and personal development of service staff ● Ensure continuous improvement by providing ongoing feedback on successes and challenges to staff reporting to this position ● Continuously identify and assess learning and development needs of staff reporting into this position ● Ensure that top and poor performers are well and appropriately managed ● Be ultimately responsible for the quality of the service to the client base through managing the HRCS staff ● Develop mechanisms for communicating regularly with the full section on service related matters ● Ensure that staff are regularly informed of best practice and are aware of any developments relating to service provision 	<ul style="list-style-type: none"> ● Service is structured in a manner that ensures service delivery ● The section has a reputation for being well managed ● Staff members are empowered to take personal responsibility for their work and committed to delivering high quality work to agreed deadlines ● Strong performance culture developed with all team members having a strong client-centred/ client-care focus and all feel proud of the quality of work they deliver ● Staff have clear development goals which they own and are accountable for ● Well informed and empowered staff
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5	Manage Budget	10%	<ul style="list-style-type: none"> • Prepare and manage the annual budget for the HRCS in a manner that takes into account the context of austerity at UCT while simultaneously serves the needs of the client base and ensures best value for money • Review, monitor and analyse the reasonableness of budgetary requests for the section and recommend the appropriate use of limited resources • Monitor and evaluate compliance with budgetary restrictions • Identify new funding streams and sponsorship opportunities and contribute to the application for such monies in meeting the resource requirements of the service 	<ul style="list-style-type: none"> • The budget is tightly managed and any unnecessary spending/ waste of resources is eliminated • The HR section is able to bid for funding beyond the limits of the HR GOB budget • Clients receive a high level of customer care and are thereby encouraged to contribute to HR service resource needs
6	Membership of the HR Directorate, staff leadership and service management	5%	<ul style="list-style-type: none"> • Contribute actively and proactively to the initiatives, projects and activities in which the HR senior management team are engaged • As a member of the senior HR management team contribute to and participate in various committees including subcommittees of Council eg the University Human Resources Committee • As a member of the senior HR management team contribute to the annual reporting and planning budgeting process • Provide inspirational leadership to the section and drive innovation and delivery of HR service motivating them to implement a culture of client service and continuous improvement • Be responsible for the day to day running of the function aligned with organizational standards and processes whilst maintaining a client focused and responsive service • Responsible for planning, reporting and managing the section budget • Responsible for monitoring and evaluation initiatives across the section • As a member of the HR senior management team participate in the bargaining processes 	<ul style="list-style-type: none"> • Effective integration of the section into the overall HR function • Effective leadership and management of the section • Section budget managed effectively

MINIMUM REQUIREMENTS

Minimum qualifications	A relevant Honours Degree (NQF8), preferably in HR or a related field			
Minimum experience (type and years)	A minimum of 9 years' relevant knowledge and experience in HR, of which a minimum of 5 years should be at a senior management level in a large scale, complex HR generalist environment			
Skills & knowledge	<ul style="list-style-type: none"> • Experience in leading through change and knowledge of change management principles and methodologies in a complex environment • Relevant experience in people, project and change management • Excellent client, service and people orientation • Good working and theoretical knowledge of current legislation, policies governing HR practice and industry best practice • Experience in creating effective communication platforms to drive effective service delivery • Strategic capability and outlook • Coaching and facilitation experience 			
Professional registration or license requirements				
Other requirements (If the position requires the handling of cash or finances, other requirements must include 'Honesty to handle cash or finances'.)	Honesty to manage finances			
Competencies (Refer to UCT Competency Framework)	Competence	Level	Competence	Level
	Strategic leadership	3	Facilitating change	3
	Building partnerships	3	People management	3
	Resource management	3	Communication	3
	University awareness	3	Coaching	3

SCOPE OF RESPONSIBILITY

Functions responsible for	Leadership of HR Client Services
Amount and kind of supervision received	Receives direct direction. Supervisor sets overall objectives and resources available. Contributes substantially to the planning of work programs and the review, development or modification of procedures (within policy). Deadlines and project deliverables are developed with input, plans and carries out the work. Resolves most problems and deviations independently or in coordination with others. Makes own interpretations and uses own initiative. Keeps supervisor informed of progress, potential problems or knock-on effects. Advises on and has influence over the establishment of priorities, programs and/or budgets (formulation and expenditure) for a major section of a faculty or department. Has scope to reset priorities or resources within overall program objectives or between positions or sections for which the position has line management responsibility. Provides advice on procedures, systems, priorities and budgets for the program concerned to more senior managers. May have leadership responsibility for staff delivering a range of administrative, technical or professional services, including other managers.
Amount and kind of supervision exercised	Oversight to all HR client services units. Direct supervision to managers of the various units.
Decisions which can be made	Makes interpretive, probabilistic decisions, where limits of discretion are set by senior management's programme, plan or budget. Makes a choice or best decision from a range of possible decisions, within the limits of discretion. Determines the best use of available manpower and machinery to achieve the targets agreed upon. Decides on systems and procedures, rules and regulations, plant manuals, localisation plans, programmes and interpretations not covered by existing rules — which are found in 'what to do'.
Decisions which must be referred	

CONTACTS AND RELATIONSHIPS

Internal to UCT	Senior Management; Deans; Executive Directors; HR Management; Unions
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External to UCT

Communities of practice, Industry counterparts; Consultants