



NOTES

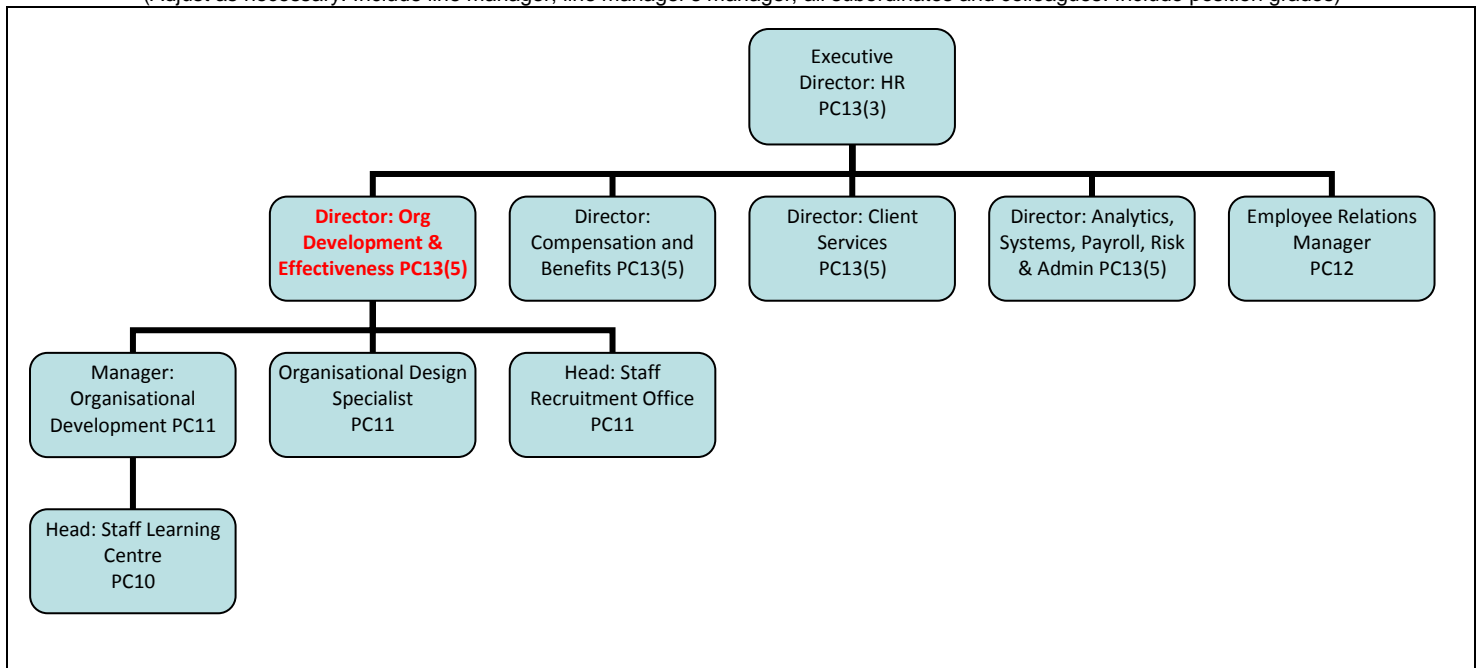
- Forms must be downloaded from the UCT website: <http://forms.uct.ac.za/forms.htm>
- This form serves as a template for the writing of position descriptions.
- A copy of this form is kept by the line manager and the position holder.

POSITION DETAILS

Position title	Director: Organisational Development & Effectiveness		
Job title (HR Practitioner to provide)			
Position grade (if known)	13(5)	Date last graded (if known)	
Academic faculty / PASS department	Human Resources		
Academic department / PASS unit	Organisational Development & Effectiveness		
Division / section			
Date of compilation	March 2018		

ORGANOGRAM

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



PURPOSE

The purpose of this position is to partner with the University's leadership, management and HR teams to develop, implement and review an Organisational Development & Effectiveness (ODE) strategy, to support the University's vision, mission, strategy and its transformation goals.

The position ensures the design, development, alignment, integration, implementation, monitoring and review of a UCT ODE strategy, objectives, policies, programmes, interventions, projects, processes and procedures, to ensure organisational effectiveness in the following areas:

- organisational climate, transformation, culture, dynamics, norms and values (including change management)
- organisational design (including structure and position analysis, design and evaluation)
- organisational performance (including performance management, promotion and employee engagement)
- talent attraction (including recruitment, assessment and selection)
- talent development (including learning and development, leadership development, competency management, scarce skills, career pathing and succession planning)
- talent retention (including the development of a retention strategy)
- organisational effectiveness
- employment equity
- ODE systems

The position is responsible for the overall management of all resources in the above areas (including staffing and budget) and is a member of the Human Resources management team, and other relevant University committees. The position collaborates and partners with relevant internal and external stakeholders and ensures alignment to researched, relevant and current ODE best practice.

CONTENT

Key performance areas		% of time spent	Inputs (Responsibilities / activities / processes/ methods used)	Outputs (Expected results)
1	Strategy development and execution	25	<ul style="list-style-type: none"> • In consultation with relevant stakeholders, develop an overarching HR ODE strategy and plan and linked ODE area related strategies eg retention strategy • Identify, define, implement and review appropriate ODE models for UCT • Advise on and manage the overall provision of a value add ODE service to UCT • Participate in executive, management and staff discussions/meetings to lead and ensure consistent implementation of ODE programs, policies, processes and procedures across UCT • Serve and contribute as member of bargaining team to ensure consistent inputs into and roll out of bargaining agreements as they pertain to ODE • Work closely with HR Directors, managers and specialists across functional areas to ensure integration and cohesion in the HR service offering to UCT • Lead the ODE team by setting an example through maintaining professional knowledge, researching and implementing best practice and demonstrating commitment to HR service excellence • Participate and contribute to the achievement of the HR Vision and Strategy as a member of the HR Management team 	<ul style="list-style-type: none"> • ODE strategy/ies and plan is responsive to UCT's needs • ODE offering is integrated, consistent and well-managed and regarded as adding value towards achieving UCT priorities and deliverables • Objectives of the ODE service are clearly communicated and understood by key stakeholders • Advice of the Director: ODE is pro-actively sought and the contribution which he/ she can make to further the aims of the university is widely recognised • Ongoing, value add contributions to the HR Department's service to UCT

2	Service, policy and programme development and execution	40	<ul style="list-style-type: none"> • Review the existing service offerings and propose changes to ensure alignment to the UCT HR strategy as it pertains to ODE • Design, develop and implement relevant ODE initiatives and projects for organisational design and job profiling, staff recruitment and selection, development, succession, promotion, performance management and retention • Ensure the development and ongoing maintenance of a jobs and competencies framework and generic job descriptions for different categories of staff at UCT • Provide oversight and manage leadership development and coaching models/projects • Develop and implement a coaching and mentoring framework for UCT which may include targeted programmes in this area eg Induction/Orientation • Develop and implement appropriate succession planning, promotion and career pathing model/s for UCT • Develop new and review existing ODE policies, procedures, practice notes and ODE toolkits based on best practice trends as well as experiences in the client base and ensure the adoption of best practice principles and compliance with policies, procedures and practices through interaction with the university leadership team • Promote effective recruitment, selection and development processes in compliance with employment equity legislation and transformation • Champion the development, implementation and review of recruitment and selection and performance management policies and processes • Review existing Recruitment and Staff Learning services including the need and design of an assessment centre and propose new/amendments to existing service and structure for delivering on the ODE plan • Be ultimately responsible for the quality of the service to the client base and establish and promote the use of rigorous quality assurance processes to evaluate the ODE service offering • Develop and provide relevant ODE management information indicators and advise on its use for effective planning and decision making 	<ul style="list-style-type: none"> • ODE initiatives responsive to UCT requirements • Programmes in place to improve leadership competence and capability • Succession risk managed • Effective and relevant ODE policies and procedures • Improved compliance with best practice • Effective integration of ODE and Transformation initiatives • ODE service and structure ensures delivery of ODE goals • Quality assurance and feedback mechanisms in place and improvements implemented effectively • UCT planning facilitated by ODE management information
---	---	----	--	---

3	Resource management: Finance/Budget / Technical / People	20	<ul style="list-style-type: none"> • Ensure that the ODE service is appropriately and effectively staffed • Set clear and measurable goals in order to manage the outputs and deliverables and the professional and personal development of service staff • Continuously identify and assess learning and development needs of staff and ensure continuous service and personal improvement by providing ongoing feedback on successes and challenges to each staff member • Ensure that top and poor performers are well and appropriately managed • 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 • Prepare and manage the annual budget for the HR ODE function • Review, monitor, and analyse the reasonableness of budgetary requests for the section and recommend the appropriate use of the balance and 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"> • Section is staffed by competent staff who are empowered to take personal responsibility for their work and committed to delivering high quality work to agreed deadlines • Staff morale is high with retention of top performers • The section has a reputation for being well managed • Strong performance culture developed with all team members having a strong client care focus and all feel proud of the quality of work they deliver • The budget is tightly managed and any unnecessary spending/ waste of resources is eliminated • HR is able to bid for funding beyond the limits of HR GOB as a result of clients receiving a high level of customer care and being encouraged to sponsor ODE activities
---	--	----	--	--

4	Stakeholder relations management and partnerships	10	<ul style="list-style-type: none"> • Continually develop and build effective relationships with internal and external stakeholders (including unions) • Engage, liaise, communicate, consult and collaborate with the University community to encourage integration of ODE best practice into client planning and operation. • Within HR, proactively develop relationships with relevant HR directors, managers, specialists and colleagues to ensure effective integration and appropriate communication and action on issues which emanate from and impact the client base • Proactively engage with clients on issues which require escalation for a UCT decision • Ensure that the ED:HR and HR management team are briefed on relevant issues to facilitate decision making 	<ul style="list-style-type: none"> • Constructive relationships which result in partnership /collaboration on issues requiring joint solutions and decision making • Constructive input and learning between “central HR” and the “field” • Continuous improvement in service delivery and smooth effective implementation as a result of ongoing constructive feedback and partnering • Good risk management as a result of sharing of information in within constructive relationship • Issues addressed timeously in UCT’s interest
5	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 planning budgeting and reporting processes • 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 	<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 Masters' degree in Human Resources or related field (NQF9)			
Minimum experience (type and years)	At least nine years' experience in HR with five years' experience as Senior manager in organisational development/effectiveness			
Skills	Designing, implementing and reviewing organisational development/effectiveness programmes; project management			
Knowledge	Relevant legislation and HR best practice			
Professional registration or license requirements	HPCSA Registration will be advantageous			
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	Analytical thinking - Problem solving	3

SCOPE OF RESPONSIBILITY

Functions responsible for	Organisational effectiveness through design, development of employee attraction, development, engagement and retention strategies.
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 organisational effectiveness unit. Direct supervision to operations in the Recruitment, Organisational development and Organisational design sub 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; Head of Units who are stakeholders to organisational development initiatives, Unions, Various University committees
External to UCT	Communities of practice, Industry counterparts; Consultants