

NOTES

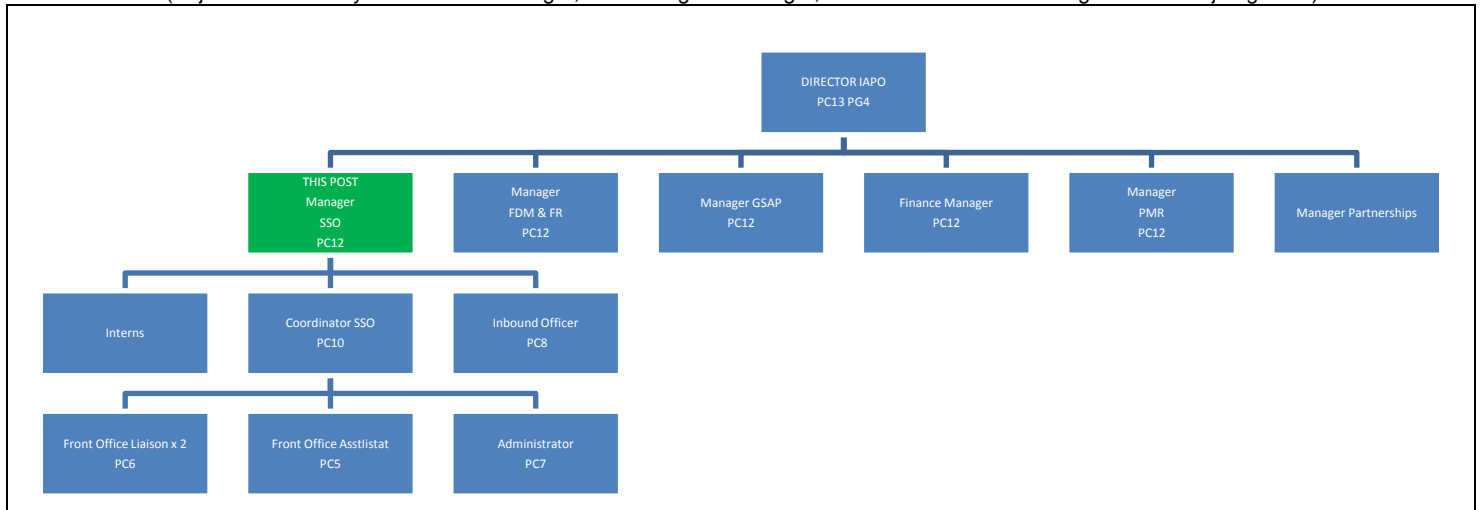
- Forms must be downloaded from the UCT website: <http://www.uct.ac.za/depts/sapweb/forms/forms.htm>
- This form serves as a template for the writing of job descriptions.
- A copy of this form is kept by the line manager and the job holder.

POSITION DETAILS

Position title	Manager Strategic, Support and Operations
Job title (HR Practitioner to provide)	PASS Manager
Job grade (if known)	PC12
Academic faculty / PASS department	PASS
Academic department / PASS unit	IAPO
Division / section	Strategic, Support and Operations (SSO)
Date of compilation	Nov 2015 – graded Apr 2016

ORGANOGRAM

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



PURPOSE

The main purpose of this position is to support the Director and Managers: IAPO by coordinating and facilitating the international student services offered by IAPO, ensuring that systems and processes are developed to meet its remit. The position entails working as part of the IAPO management team and overseeing the operational management of the SSO section to provide a hub of services to international students and staff at UCT and to ensure that UCT is the institution of choice for international students. The SSO section will provide direct services in some cases, but will also be responsible for the provision of services to international students to ensure that these services are standardized, consistent and of a quality high enough to ensure that UCT is an institution of choice for international students.

As with all the IAPO Managers, the position will support the Director by managing IAPO-wide strategies, activities and projects, such as review processes, strategic planning, communication internally and externally, colloquium, seminars, conferences, etc.

NOTE: In general, the SSO section will provide services to (a) prospective international full degree students (PG and UG); (b) registered international full degree students (PG and UG) (c) post-doc fellows (PDRFs); (d) occasional international students and where another unit has responsibility for a particular sub-group of international students (e.g. SSA, GSAP or donor funded programmes), services to students will be provided by that unit,

	Key performance areas (4 – 6) (What)	% of time spent	Activities / Objectives / Tasks (How)	Results / Outcomes (Why)
2	Stakeholder relations management and partnerships	25%	<ul style="list-style-type: none"> • Developing and maintaining positive links with the faculties, units, departments in order to keep abreast of any new international initiatives they undertake and to ensure that they are aware of the services offered by SSO Section and that they view IAPO as a valued contributor to the achievement of UCT's strategic objectives. • Liaising with and developing relationships with internal and external stakeholders like Embassies, Home Affairs and IEASA; • Working with the relevant managers in facilitating international visits and conferences; • At the request of the DVC or Director, representing IAPO and UCT in the various committee structures, advisory boards, professional bodies and at conferences - both internally and externally, nationally and internationally; • Raising the level of awareness with all internal stakeholders around broader international issues that are of relevance to the departments and assisting them in addressing these; • Developing and coordinating opportunities for academic debate and interaction with the relevant stakeholders on partnerships development according to the designated regional responsibility; • Overall oversight for ensuring that IAPO work is integrated with that of the SRC and international student bodies 	<ul style="list-style-type: none"> • Positive relationships are developed with internal and external stakeholders; • Faculties and managers are kept abreast of all new developments and opportunities in relation to students services for international students; • Roadshows are held across the university to sensitise the UCT community about national developments pertaining to international students eg immigration and compliance • Seminars are convened that bring together UCT and DHA officials for example to sensitise the UCT community on immigration and compliance • SSO services are integrated, where relevant, into faculty activities and decision-making bodies for international students services and is viewed as a valued partner • IAPO is represented appropriately on committees by the SSO Manager including the FAAC and USAC or as delegated by IAPO's Director. • etc • Communication to SSO staff enhances productivity and morale and ensures effectiveness • Communication to external stakeholders is effective • IAPO and SRC and international student initiatives are implemented. • IAPO (ie SSO Manager) is represented in SRC, ISF and other fora where student governance bodies require IAPO representation

	Key performance areas (4 – 6) (What)	% of time spent	Activities / Objectives / Tasks (How)	Results / Outcomes (Why)
3	Operations Management	25%	<ul style="list-style-type: none"> • Acting for other IAPO managers or the Director, as may be required, fulfilling tasks when required to do so, including representing him/her at meetings • Taking overall responsibility for the development, implementation and review of the SSO section operational plan; these plans will include the implementation of IAPO's orientation programmes, pre-registration, immigration services provision through working with the Department of Home Affairs, faculty stakeholder liaison, international student accommodation (ie reviewing legal documents as required for housing; working with internal and external service providers to ensure that international student housing is vetted; Ensuring that housing for international students are researched and managed) and overall matters pertaining to broader international student needs are effectively managed. Working with the relevant internal and external stakeholders to ensure that systems are developed for international students housing Annual review of student housing are attended to. • Positioning IAPO as a services hub by setting up service standards with service providers and ensuring that they deliver to the mandate; • Taking responsibility for the management of the section, ensuring that the day to day requirements are met and support systems are put in place to ensure optimal service delivery; • Providing support to ensure the effectiveness of the IAPO Transformation Committee by facilitating the development of clear terms of reference and timeous elections take place as per these terms of reference; • Working closely with the IAPO Transformation Committee to ensure the development of an IAPO Employment Equity Plan; • Providing logistical and/or administrative support to any steering committee and/or grouping which supports the achievement of internationalization goals; • Reviewing and/or editing documents , narrative reports, relevant to the work of the SSO section etc. ; 	<ul style="list-style-type: none"> • SSO operates optimally and meets all its objectives through effective line-management ; • Systems to service international students in the faculty are monitored • Operational oversight is provided to the SSO section in delivering IAPO's orientation programmes, pre-registration, immigration services provision, faculty stakeholder liaison, international student accommodation and matters pertaining to broader international student needs • High level student housing systems are in place • Annual review of student housing conducted and measures put in place • • Logistical and administrative support is provided; on request to steering committees; • Documents are reviewed and edited, on request. • Support provided to the transformation committee and for the attainment of transformation and equity plans • Support provided to key internationalization committees • SSO section quarterly finance reports are drafted and submitted • SSO section input to IAPO reports is provided • SSO section input needed for non-IAPO reports is compiled •

Key performance areas (4 – 6) (What)	% of time spent	Activities / Objectives / Tasks (How)	Results / Outcomes (Why)
	Operations Management CONTINUED	<ul style="list-style-type: none"> • In liaison with Managers, developing and maintaining an operational plan and policy for the management of interns at IAPO • Initiating, guiding and influencing regular reviews of policies and processes that impact service delivery by the SSO section in IAPO; • At the request of the DVC, Director, undertake research, or prepare documentation, briefing documents, about IAPO activities, policies, strategies, etc 	<ul style="list-style-type: none"> • Interns are provided with support and mentorship within the framework of the intern policy • Policies and procedures reviewed

Key performance areas (4 – 6) (What)		% of time spent	Activities / Objectives / Tasks (How)	Results / Outcomes (Why)
4	Resource Management: - People and Finance	15%	<ul style="list-style-type: none"> Managing and leading a team of staff by setting goals, mentoring and guiding performance, directing work activities, establishing policies and procedures and building relationships; Undertaking performance management and assessment of staff; Discussing and providing staff development opportunities to ensure that they have the necessary resources to perform daily operations; Ensuring that the SSO section has an optimal staff complement and resources; Encouraging innovation, excellence, a positive work spirit and teamwork; Monitoring transformation and employment equity issues in the department; Ensuring that SSO section staff members are knowledgeable and kept up to date about IAPO policies that impact on international students e.g. repatriation, SADC levy etc. Work with the Finance Manager to develop budgets / financial plans for the section. Ensure that budgets reflect IAPO strategic objectives and quality standards. Take overall accountability for monitoring activities and associated expenses of the SSO section and ensuring that these do not exceed approved and agreed budgets for the section. Where necessary, consult with the FM to re-align the SSO section's budget to take into account surpluses or shortfalls. Ensuring financial compliance by all in the SSO section through regular monitoring and control and by implementing the necessary measures if there is deviation. Participating in IAPO's annual strategic planning and decision-making processes pertaining to finances. 	<ul style="list-style-type: none"> Staff meetings and briefing sessions; objective setting and performance appraisals of line-managed staff; Staff are able to take advantage of development opportunities; Departments are optimally staffed and resourced Budgets, forecasts and reports prepared and submitted, as required
Key performance areas (4 – 6) (What)		% of time spent	Activities / Objectives / Tasks (How)	Results / Outcomes (Why)

5	Monitoring, evaluation and reporting	15%	<ul style="list-style-type: none"> • Maintaining quality and the effective delivery of services by IAPO through continuous review and the creation of new processes; • Monitoring IAPO's impact as well as external factors impacting on internationalisation. Making recommendations which would improve IAPO's impact and UCT's achievement of its strategic goals; • Working with the Director and other IAPO managers to monitor programmes throughout IAPO to identify risks and, where relevant, prepare plans to mitigate these risks. 	<ul style="list-style-type: none"> • Impact of IAPO activities monitored and recommendations made for improvement; • Trends in international post-graduate enrolment at UCT are monitored and analysed
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NOTE: The SSO section is new to IAPO and some of the jobs required to establish and implement the section are new. SSO team members must therefore expect that they will be breaking new ground and that their roles can and will change as the demands placed on the section become clear. Staff appointed to these positions must therefore expect changes in their job descriptions and must be willing to accept these changes.

MINIMUM REQUIREMENTS

Minimum qualifications	Master's Degree (NQF9).			
Minimum experience (type and years)	<ul style="list-style-type: none"> At least 5 years relevant experience at a mid to senior management level in an organization of similar complexity At least 3 years sector experience in the higher education sector specifically internationalisation. At least 5 years' demonstrable project management experience. Proven experience with student support requirements and with internationalization within higher education sector including matters of immigration and other international higher education compliance regulations Proven understanding of the international higher education sectors – nationally and internationally Strong communication skills (written and verbal), especially in writing high level proposals, high level proposals in relation to international students services, high level reports and delivering presentations. Sound financial management expertise including budgeting experience. Experience and familiarity with large data sets and management information systems, and the use of these to inform decisions and disseminate information to stakeholders Experience with high level engagement with Faculty on international student matters 			
Skills	<ul style="list-style-type: none"> Strong communication skills (written and verbal), especially in writing high level proposals, high level reports and delivering presentations. The ability to be a team player, to interact successfully with students, internal and external clients, including international high-level delegates Demonstrated ability to ensure collaboration across a variety of sections within IAPO. 			
Knowledge	<ul style="list-style-type: none"> Knowledge and experience of the Higher Education environment. Knowledge of the various legislative documents pertaining to risk internationalisation, health and safety. 			
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'.)	<ul style="list-style-type: none"> Honesty and integrity. Professionalism Team player 			
Competencies (Refer to UCT Competency Framework)	Competence	Level	Competence	Level
	Individual/Strategic Leadership	3	Analytical Thinking/Problem solving	3
	Building Interpersonal Relationships and Partnerships/Teamwork and Collaboration	3	Adaptability/Flexibility and Conceptual Thinking	3
	People and Resource Management	3	Business Reporting (Narratives and graphs)	3
	Communication	3	Decision Making/Judgement and Initiating Action/Initiative	3
	Negotiation	3	University and Sector Awareness	3
	Stress tolerance	2		

SCOPE OF RESPONSIBILITY

Functions responsible for	<ul style="list-style-type: none"> Strategy development, policy and execution. Stakeholder relations management and partnerships support. Operations management. Project management to achieve demand-driven strategic objectives that emanate from the Director of IAPO. Resource management – People and Finance. Monitoring, evaluation and reporting.
Amount and kind of supervision received	Limited supervision as the incumbent will be expected to operate independently and without supervision.

Amount and kind of supervision exercised	Provide guidance, direction to reportees within IAPO and particularly the SSO team.
Decisions which can be made	Decisions relating to own job and to that of others once the Director: IAPO has provided input and once required approval has been sought.
Decisions which must be referred	The final decisions to be taken by the Director: IAPO and or DVC.

CONTACTS AND RELATIONSHIPS

Internal to UCT	IAPO and the University community (various departments and faculties).
External to UCT	Students, Partner Universities, Donors, Funders, all other external stakeholders.