



## NOTES

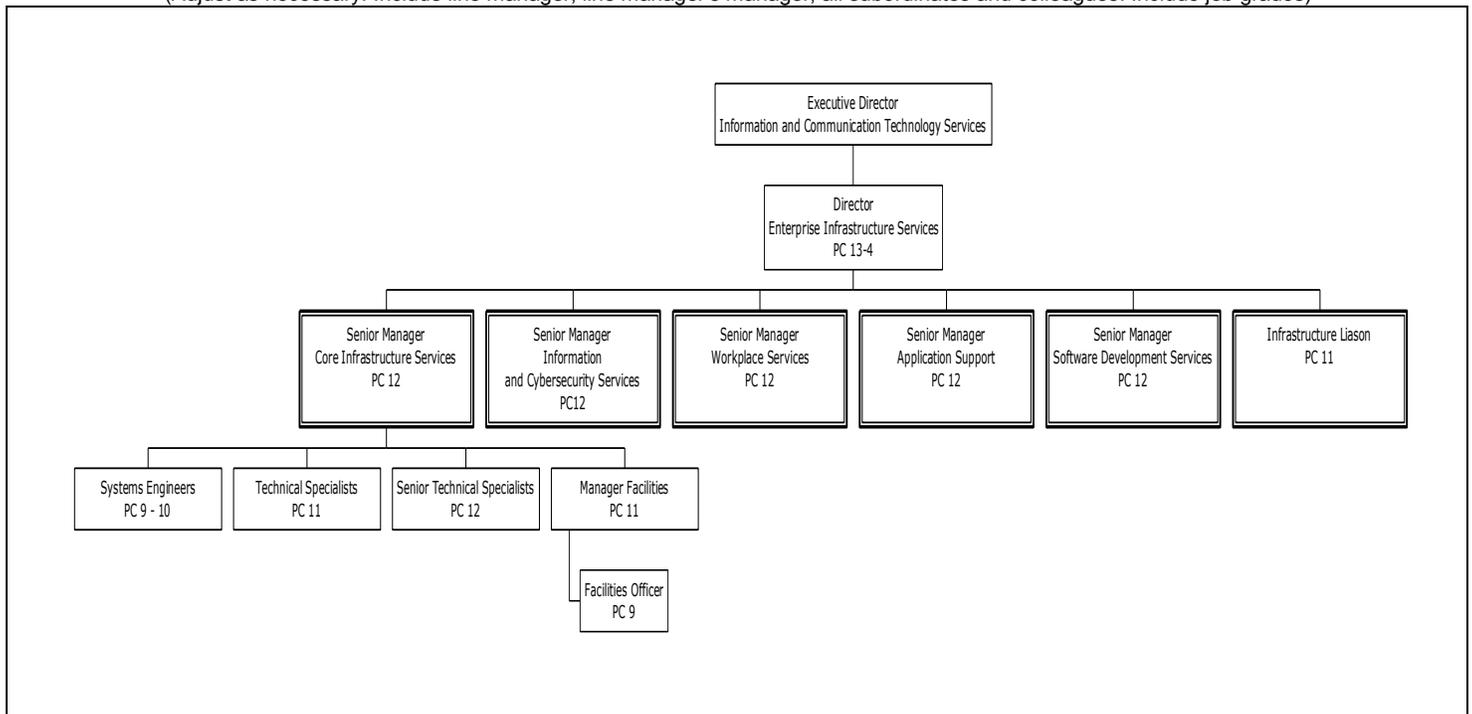
- Forms must be downloaded from the UCT website: <http://www.uct.ac.za/depts/sapweb/forms/forms.htm>
- This form serves as a template for the writing of job descriptions.
- A copy of this form is kept by the line manager and the job holder.

## POSITION DETAILS

Position title	Senior Manager: Core Infrastructure Services
Job title (HR Practitioner to provide)	
Job grade (if known)	13.5
Academic faculty / PASS department	ICTS
Academic department / PASS unit	Enterprise Infrastructure Services
Division / section	Core Infrastructure Services
Date of compilation	June 2017

## ORGANOGRAM

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



## PURPOSE

The main purpose of this job is to enable and support all university staff, students and activities dependant on ICT infrastructure by managing Core Infrastructure Services, facilities, infrastructure, related services and a total staff complement of about 15.

The team is responsible for designing, maintaining, managing, operating, supporting and securing the UCT core infrastructure environments (aka Facilities) and university-wide, Scientific Computing (e.g Research Cloud, HPC etc.), Cloud (IaaS/MaaS), Cloud PaaS (Windows, Linux), Virtualisation (Servers), Storage as a service, Backup infrastructure and systems, Archival infrastructure and system, in compute infrastructure networking, LAN and WAN network Infrastructure (Core, Distribution, Edge, WiFi, VPN), IP infrastructure (e.g. DNS, DHCP), Network security and access control, Science DMZ's.

- Perform business analyses and requirements definition review related to Core Infrastructure Services
- Maintaining relationships with the UCT community and vendors toward achieving the outcomes desired to support UCT and ICTS IT strategy.
- Understanding and providing input to aspects of the ICTS strategy that are relevant to the areas supported.
- Planning and coordinating scheduled Core Infrastructure Services infrastructure maintenance activities
- Core Infrastructure service management and delivery including but not limited to
  - Core Infrastructure related service definition and catalogue

- Core Infrastructure capacity planning and configuration management
- Core Infrastructure operational level agreement definition, measurement and reporting metrics

**JOB CONTENT**

Key performance areas (4 – 6) (What)	% of time spent	Activities / Objectives / Tasks (How)	Results / Outcomes (Why)
1 Provide team leadership and manage resources	30%	<ul style="list-style-type: none"> <li>• Perform Enterprise Infrastructure Services (EIS) Director duties when required                             <ul style="list-style-type: none"> <li>○ Attend senior management meetings on behalf of the Director</li> <li>○ Commit to deliverables and delegate to team managers</li> <li>○ Be fully informed of current team activities and commitments and ensure delivery</li> <li>○ Approve spending as per agreement with Director for the purposes of business continuity</li> </ul> </li> <li>• Human resource management for about 20 staff who are direct reports:                             <ul style="list-style-type: none"> <li>○ Build leadership capacity in the team</li> <li>○ Ensure at least one fully 2ic</li> <li>○ Recruit, select and see to the orientation of new staff in line with HR regulations and transformation objectives</li> <li>○ Set clear goals and assess staff</li> <li>○ Agree development plans with staff to meet the needs of the department and staff aspirations</li> <li>○ Coach and mentor staff, providing them with continuous feedback</li> <li>○ Provide technical leadership</li> <li>○ Address staff motivation and incentivisation issues</li> <li>○ Multi-skill staff to minimize reliance on individuals</li> <li>○ Create and sustain a team culture which encourages others to provide the quality of service essential to high performance</li> <li>○ Consistently develop and sustain cooperative working relationships within and beyond the team</li> <li>○ Keep staff involved and informed about developments in ICTS</li> </ul> </li> <li>• Budget and expenditure management                             <ul style="list-style-type: none"> <li>○ Assist the EIS Director to prepare the budget in accordance with UCT guidelines</li> <li>○ Control expenditure against budget, according to needs and UCT priorities, in consultation with the EIS Director</li> <li>○ Implement initiatives to improve efficiency, to save or to generate funds</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Maintain operational continuity for the Enterprise Infrastructure Services of ICTS.                             <ul style="list-style-type: none"> <li>○ Represented EIS appropriately at senior management meetings.</li> <li>○ Clarified and committed to deliverables on behalf of EIS, and delegated to team leaders accordingly.</li> <li>○ Understood and provided comprehensive feedback regarding EIS activities.</li> <li>○ Approved spending wisely and in accordance with set objectives in EIS budget.</li> </ul> </li> <li>• A fully trained 2ic is in place and other senior team members have received leadership training (2ic training programme).</li> <li>• All vacant posts are filled promptly, in line with EE targets.</li> <li>• New staff receive orientation and training, a mentor assigned, courses booked, etc.</li> <li>• All staff goals set and performance reviews done promptly and in accordance with HR policies.</li> <li>• Development plans devised for staff and updated in their Personal Development Plan documents.</li> <li>• Coaching and feedback initiatives arranged with staff as necessary. Fostered a full understanding of consequences of errors.</li> <li>• Appropriate steps have been taken to ensure continuity by ensuring that cross-training took place.</li> <li>• A team culture which encourages others to provide the quality of service essential to high performance is maintained in the team.</li> <li>• The Core Infrastructure Services team environment fosters team work and co-operation amongst team members.</li> <li>• Staff are involved and kept informed about developments.</li> <li>• Budget information provided for planning &amp; budgeting cycle.</li> <li>• Controlled expenditure against budget, according to needs and UCT priorities.</li> <li>• Expenditure is reduced and funds are generated.</li> </ul>

2	Manage service delivery	30%	<ul style="list-style-type: none"> <li>• Drive participation of the Core Infrastructure Services teams in the organisation's ITIL management processes e.g. change, capacity and configuration management</li> <li>• Set, measure, report on and meet service level key performance indicators for the team</li> <li>• Implement effective and fair quality assessment systems</li> <li>• Ensure the development and establishment of standards, procedures and policies</li> <li>• Clearly define roles and responsibilities within the team</li> <li>• Plan and prioritise the team's activities</li> <li>• Ensure continuous improvement of services provided by the team</li> <li>• Handle escalations and complaints with a view to ensuring positive relationships in the long term</li> <li>• Research, evaluate, and provide feedback on problematic trends and patterns in customer support requirements</li> <li>• Ensure the efficient and cost-effective running of the Core Infrastructure Services teams</li> </ul> <p>Relationship management:</p> <ul style="list-style-type: none"> <li>• Manage the interface between the Core Infrastructure Services teams and other ICTS teams</li> <li>• Build partnerships with key stakeholders and relationships with the team's customers</li> </ul>	<ul style="list-style-type: none"> <li>• Participated appropriately to ensure that Core Infrastructure Services Technology is considered in the organisation's change management processes.</li> <li>• Service level key performance indicators for the team have been measured, reported on and met.</li> <li>• The productivity and quality of work done in the team is managed on a daily basis.</li> <li>• Standards, procedures and policies are developed, maintained and enforced.</li> <li>• Roles and responsibilities are clearly defined within the team.</li> <li>• The teams' work was planned and prioritised; ensuring that staff met service commitments and were given developmental opportunities.</li> <li>• Initiatives to improve the quality, efficiency and cost-effectiveness of the team's services were recommended and implemented.</li> <li>• Escalations and complaints were handled in a way that ensures a positive long term relationship with customers.</li> <li>• Researched, evaluated, and provided feedback on problematic trends and patterns in customer support requirements.</li> <li>• Positive relationships exist with customers and stakeholders.</li> </ul>
3	Develop strategy	20%	<ul style="list-style-type: none"> <li>• Inform the EIS Director of important developments</li> <li>• Contribute to the development of UCT ICT strategy, together with other ICTS managers.</li> <li>• Contribute to the development of policy, governance, standards and development plans relating to Core Infrastructure Services (classroom equipment and support, student computing and other Core Infrastructure Services).</li> <li>• Analyse service requirements in response to business requirements, risks and costs.</li> <li>• Identify and implement new services to meet customer requirements.</li> <li>• Manage an effective testing, research and development function.</li> <li>• Recommend and continually assess vendors to preserve high service levels.</li> <li>• Recommend choices with regards to services and technologies used by the team.</li> <li>• Recommend the hardware and software that should be supported by the Core Infrastructure Services teams; build capacity to do so.</li> <li>• Ensure that processes and systems are developed, maintained and documented, and provide useful management information.</li> </ul>	<ul style="list-style-type: none"> <li>• The EIS Director is kept informed.</li> <li>• Contributed to development of strategy.</li> <li>• Contributed to the development of policy, governance, standards and development plans relating to Core Infrastructure Services.</li> <li>• Business requirements, risks and costs were used to analyse service requirements.</li> <li>• Vendors were regularly measured in terms of service delivery and steps were taken to improve any drops in service levels.</li> <li>• The teams' services were frequently assessed against latest developments, and the necessary changes were recommended.</li> <li>• An effective testing, research and development function has been provided to support Core Infrastructure Services Technology stack.</li> <li>• Support for hardware and software was evaluated in line with ICT principles and the necessary recommendations were made.</li> <li>• Systems have been developed, maintained and documented.</li> </ul>

			<ul style="list-style-type: none"> <li>• Continual learning <ul style="list-style-type: none"> <li>○ Keep abreast of new developments in ICT</li> <li>○ Master new customer service, ICT and business knowledge</li> <li>○ Understand UCT as an organization and how UCT's ICT systems architecture</li> <li>○ Pursue self-development</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Industry and UCT knowledge is up-to-date</li> <li>• Broadened skills in general through reading, researching, and watching online videos, seminars, etc.</li> </ul>
4	Manage and execute projects	20%	<ul style="list-style-type: none"> <li>• Lead university wide ICT programmes and projects personally. As a program and or project manager: <ul style="list-style-type: none"> <li>○ Plan, direct, and coordinate activities of designated project to ensure that goals or objectives of project are accomplished within prescribed time frame and funding parameters</li> <li>○ Establish work plan and staffing for each phase of project, and arrange for recruitment or assignment of project personnel</li> <li>○ Confer with project staff to outline work plan, to assign duties, to provide advice and to resolve problems</li> <li>○ Coordinate activities of project personnel to ensure project progresses on schedule and within prescribed budget</li> </ul> </li> <li>• Participate in and execute ICTS projects as required</li> </ul>	<ul style="list-style-type: none"> <li>• Project goals and objectives are accomplished.</li> <li>• Work plans and staffing for each phase of a project have been established.</li> <li>• Project personnel have been recruited and/or assigned.</li> <li>• Project staff have been briefed about the work plan, and assigned duties.</li> <li>• Project progress has been kept to schedule and is within its prescribed budget.</li> </ul>

### MINIMUM REQUIREMENTS

Minimum qualifications	<ul style="list-style-type: none"> <li>Relevant qualification at NQF level 7</li> <li>Certification in project management is advantageous</li> </ul>			
Minimum experience (type and years)	<ul style="list-style-type: none"> <li>10 years' relevant work experience in enterprise ICT compute, storage and network infrastructure design, implementation and operation, including infrastructure, systems integration and architecture of which least 3 years must be experience in a senior management role, with demonstrated experience and understanding of project and programme management.</li> </ul>			
Skills	<ul style="list-style-type: none"> <li>Relevant technical competencies</li> <li>Communication skills (Verbal and written)</li> <li>Analytical thinking and problem solving</li> <li>Prioritization and Time management</li> <li>Information gathering and interpretation</li> <li>Financial Management</li> <li>Strategy development and planning</li> <li>Team building and HR Management</li> <li>Emotional Intelligence</li> <li>Coaching and mentoring</li> </ul>			
Knowledge	<ul style="list-style-type: none"> <li>Broad spectrum current ICT knowledge</li> <li>ICT and ICT in H-Ed trends</li> <li>ITIL</li> <li>Service Management</li> <li>Agile project management methodologies</li> <li>HR Management principles</li> <li>Contract Management</li> </ul>			
Professional registration or license requirements	No applicable			
Other requirements				
Competencies (Refer to <a href="#">UCT Competency Framework</a> )	Competence	Level	Competence	Level
	Analytical thinking / problem solving	3	Resource management	3
	Building relationships	3	People management	3
	Communication	3	Decision-making / judgement	3
	Risk taking	2	Creativity and innovation	3
	University awareness	3	Professional knowledge and skill	3
	Research Support skills	2	Conceptual thinking	3

### SCOPE OF RESPONSIBILITY

Functions responsible for	As assigned per IT discipline
Amount and kind of supervision received	The required supervision should be limited to Project Program management, Operational progress and high level prioritization and confirmation of strategic and policy alignment.
Amount and kind of supervision exercised	Supervision of technology solutions and related UCT or vendor resources with the purpose of coordinating and managing their work effort and verifying their work product.
Decisions which can be made	Operational decisions for which standard process and procedure is in place and prior agreement or assignment was established.
Decisions which must be referred	Contractual, financial, architecture, risk, resource allocation and changes not catered for in pre-approved process, architecture/project scope definitions and data/information dissemination or sharing. (including to internal UCT/ICTS Resources)

### CONTACTS AND RELATIONSHIPS

Internal to UCT	ICTS Management, Projects Office, Faculties and Departments, ICTS Divisions
External to UCT	Vendors, other universities and SA and abroad as well as legal entities when required (SAPS, ISPA, Audit firm, CSIRT's, etc.)