



## NOTES

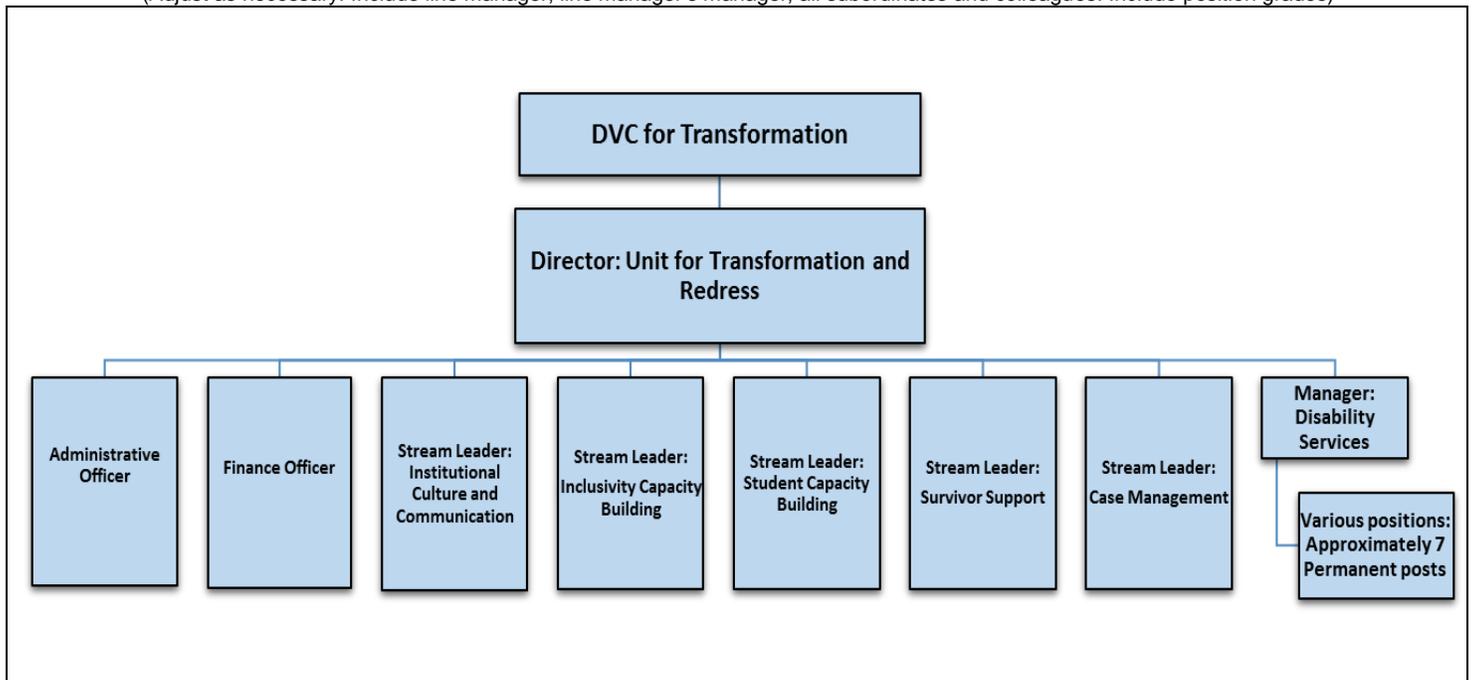
- Forms must be downloaded from the UCT website: <http://forms.uct.ac.za/forms.htm>
- This form serves as a template for the writing of position descriptions.
- A copy of this form is kept by the line manager and the position holder.

## POSITION DETAILS

Position title	Stream leader: Institutional Culture and Communication		
Job title (HR Practitioner to provide)			
Position grade (if known)		Date last graded (if known)	
Academic faculty / PASS department	OVC		
Academic department / PASS unit	Office for Inclusivity & Change		
Division / section			
Date of compilation	May 2017		

## 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 embed cultural change processes across the institution, working with the institutional committees to support the UCT transformation and decolonization response. In addition, the position focuses on institutional cultural change in the staff and student population and related processes to facilitate change.

This position includes, but is not limited to:

- institutional cultural change processes and related surveys, working with the relevant stakeholders of the University of Cape Town;
- work with institutional committees, departments and faculties to facilitate the university's cultural change interventions (and their enactment)
- Work to implement and fundraise for activities in line with the university strategic objectives
- Support the design, development, delivery and management of communications related to cultural change



**CONTENT**

Key performance areas		% of time spent	Inputs (Responsibilities / activities / processes/ methods used)	Outputs (Expected results)
E.g.	General and office administration	25%	<p>Takes, types up and distributes minutes and agendas for monthly departmental meeting.</p> <p>Greets visitors, enquires as to the nature of their visit and directs them to the appropriate staff member.</p>	<p>All staff members receive an electronic copy of accurate minutes and agendas, in the departmental template/format, a week before the meeting.</p> <p>Visitors are directed to appropriate staff member in a professional and efficient manner.</p>
1	Institutional Culture Campaigns	40%	<ul style="list-style-type: none"> <li>• Review and document the process of Institutional Culture surveys at UCT</li> <li>• Review the institutional culture survey tool</li> <li>• Create a new institutional culture survey tool, to keep abreast of the changing environment and needs</li>   <li>• Propose a research method for gathering the data and a budget to implement the project</li> <li>• Coordinate a committee to evaluate the tool for use in university institutional culture survey</li> <li>• Adhere to and/or advise on the 2 year timelines for the implementation of the Institutional Culture survey</li> <li>• Analyse previous survey data</li> <li>• Develop recommendations lists and communicate these to faculties and departments</li> <li>• Follow up and monitor action on the recommendations list</li> <li>• Facilitate annual reporting from faculties and departments to ensure recommendations are receiving adequate attention</li> <li>• Conduct a trends analysis at the University, provincially and nationally to ensure best practice is utilised</li> <li>• Facilitate focus groups to identify gaps in the survey process and tool</li> <li>• Conceptualise, implement and evaluate institutional culture campaigns that are inclusive and reflective of the UCT transformation context</li> <li>• Provide strategic input to the DVC Transformation and the Director: OIC in terms of institutional communication, campaigns and events</li> <li>• Compile and manage a communication strategy to market the institutional culture survey and ensure buy-in from relevant stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Institutional culture survey tool reviewed on a regular basis</li> <li>• Annual check-ins with faculties and departments are conducted</li> <li>• Propose changes to survey tool based on University context and best practice</li> <li>• Analyse information and make recommendations</li> <li>• Institutional climate campaigns implemented, as identified</li> <li>• Trends analysed and reported on, with recommendations made</li> </ul>
2	Communication and Marketing	10%	<ul style="list-style-type: none"> <li>• Gather and communicate the transformation related activities from the institution via quarterly reports</li> <li>• Support the office of the DVC for Transformation in university wide communication campaigns</li> </ul>	<ul style="list-style-type: none"> <li>• Institutional change is communicated across UCT platforms and when relevant, external media</li> </ul>

Key performance areas		% of time spent	Inputs (Responsibilities / activities / processes/ methods used)	Outputs (Expected results)
3	Content Development and Training	20%	<ul style="list-style-type: none"> <li>• Work with faculties, departments and institutional committees to guide their cultural change responses.</li> <li>• Identify internal/external consultants to support the work of cultural change of campus where capacity may be lacking departments and faculties</li> <li>• Ensure standardization of cultural change metrics in each institutional intervention</li> <li>• Measure the quality of the interventions</li> <li>• Provide input, document requirements and support the design and delivery of training programs.</li> <li>• Collate annual check-in reports received from faculties and departments, and compile a report highlighting key challenges and successes</li> <li>• Ensure project deliverables are met and monitored to client specifications and/or performance indicators</li> <li>• Compile and distribute monthly and annual Stream reports</li> </ul>	<ul style="list-style-type: none"> <li>• Identification of cultural change measures</li> <li>• Attainment of indicators Monthly and annual reports are compiled and submitted</li> <li>• Evaluation form is designed and administered for each training even</li> <li>• Training reports are compiled</li> <li>• Monitor project deliverables to ensure compliance with specifications</li> <li>• Annual institutional culture report drafted and submitted for review</li> </ul>
4	Monitoring and Evaluation	5%	<ul style="list-style-type: none"> <li>• Conceptualizing evaluation tools to measure the efficacy and/or quality of the service provided in this role and/or the related projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Quality service</li> <li>• Project Efficacy</li> </ul>
5	Strategic input	15%	<ul style="list-style-type: none"> <li>• Research the trends, policy and contexts provincially and nationally relevant to the stream.</li> <li>• Conceptualise and plan new projects/programmes related to the institutional needs</li> <li>• Identify new work and funding opportunities</li> <li>• Develop and assist other Stream leaders with proposals and budgets for new projects</li> <li>• Assist, advise, promote and support the drafting of Unit-led policies</li> </ul>	<ul style="list-style-type: none"> <li>• Funding opportunities are identified</li> <li>• Funding proposals are developed, or contributed to</li> <li>• Trends and key topics are identified within the institution to keep current with current contexts</li> </ul>
6	Stakeholder Management	10%	<ul style="list-style-type: none"> <li>• Contribute to relevant sectoral committees or commissions appropriate to the stream.</li> <li>• Work with the relevant internal and external stakeholders</li> <li>• Represent the university at sectoral committee and commissions</li> <li>• Represent the Director and the DVC Transformation at events, meetings and university events as directed</li> <li>• Interact with key stakeholders, including funders</li> <li>• Strengthen internal and external stakeholder relationships to improve delivery of workshops, communications and campaigns</li> </ul>	<ul style="list-style-type: none"> <li>• Minutes of meetings held with sectoral partners</li> <li>• Report on university representation at various activities</li> <li>• Developed sustainable relationships with internal partners for this work in this portfolio</li> </ul>

### MINIMUM REQUIREMENTS

Minimum qualifications	NQF 7			
Minimum experience (type and years)	5 years			
Skills	<ul style="list-style-type: none"> <li>• Organisational culture change design and process</li> <li>• Multi-cultural worldview and engagement with diversity of perspectives</li> <li>• A relevant NQF7 qualification, preferably in organisational psychology</li> <li>• 5 years' experience in the field of organisational psychology</li> <li>• Experience in cultural change metrics</li> <li>• Community engagement and development of related processes</li> <li>• Survey design and implementation</li> <li>• Excellent presentation and communication skills</li> </ul>			
Knowledge	website development; marketing??			
Professional registration or license requirements	N/A			
Other requirements (If the position requires the handling of cash or finances, other requirements must include 'Honesty to handle cash or finances'.)	N/A			
Competencies (Refer to <a href="#">UCT Competency Framework</a> )	Competence	Level	Competence	Level
	Communication	3	Formal presentation	3
	Planning and organizing	2	University awareness	3
	Work management	2	Analytical thinking/problem solving	3
	Information management	2	Written communication	3

### SCOPE OF RESPONSIBILITY

Functions responsible for	cultural change management; institutional culture survey; communication
Amount and kind of supervision received	<p>Broad supervision</p> <p>Supervisor gives general instruction on most work, indicating generally what is to be done within parameters (limits, quality, quantity, time, deadlines, work plans, volume etc.). The job holder has some limited discretion to choose between established methods and sequences provided set priorities and timetables are met. The approach to standard circumstances is covered in procedures and checked on a selective basis. Initiative is required in recurrent, obvious or typical work. Work is checked for technical accuracy and compliance with instructions or established procedures and policy. Supervision is direct and specific for new, difficult or unusual work. Incumbents will respond to simple queries and will refer unusual queries to senior staff.</p>
Amount and kind of supervision exercised	None
Decisions which can be made	Discretionary decisions. Clear rules, policies and practices govern decisions. In the case of less complicated decisions, it may not be necessary to consult with the manager. Incumbent decides on the appropriate deployment of applicable resources (time, human etc.) in own area of responsibility. Jobholder can choose which process to use, and they know the theory behind the operations. They must decide 'how', 'where' and 'when'. These decisions are made using their own discretion. Job holder decides which routines to use where routines are not prescribed. Complicated decisions would be made in consultation with the line manager.
Decisions which must be referred	

### CONTACTS AND RELATIONSHIPS

Internal to UCT	Communications and Marketing Department
External to UCT	Sectoral committees