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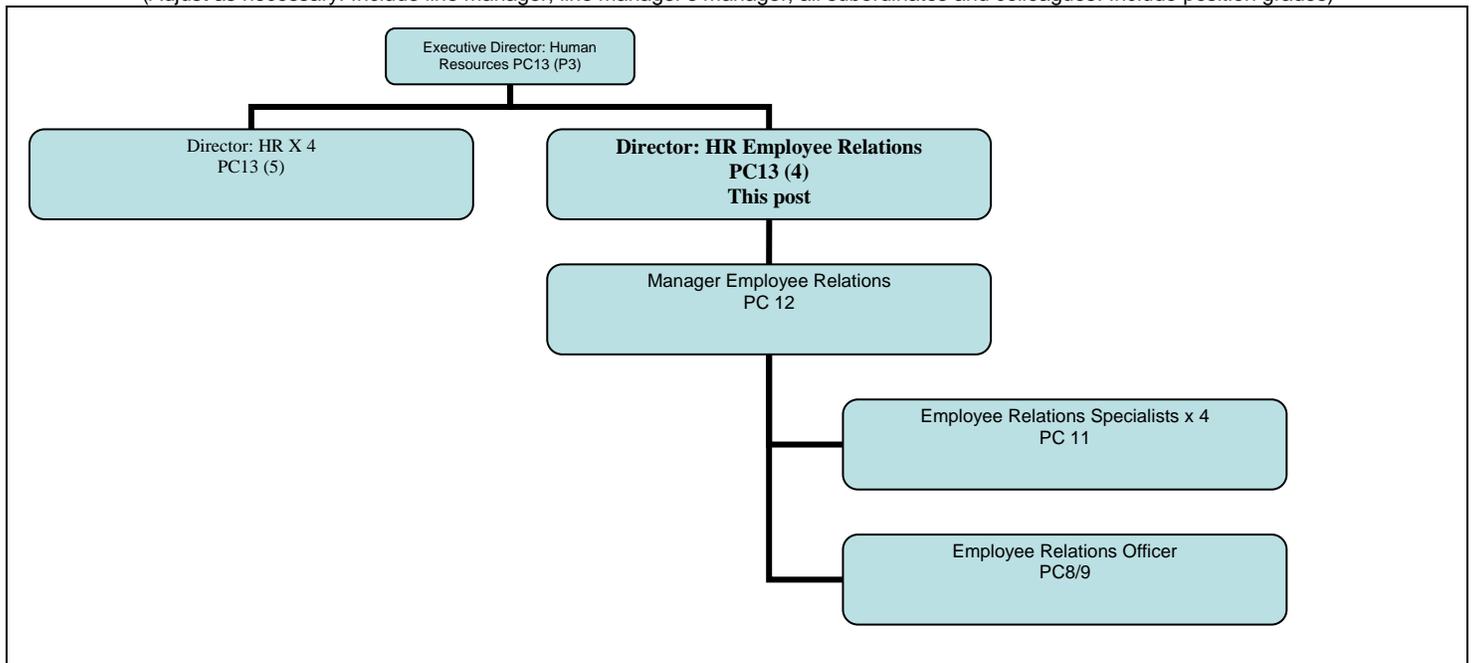
- Forms must be downloaded from the UCT website: <http://forms.uct.ac.za/forms.htm>
- This form serves as a template for the writing of position descriptions.
- A copy of this form is kept by the line manager and the position holder.

POSITION DETAILS

Position title	Director: HR Employee Relations		
Job title (HR Practitioner to provide)	HR Director		
Position grade (if known)	PC13 P4	Date last graded (if known)	November 2018
Academic faculty / PASS department	Human Resources		
Academic department / PASS unit	Employee Relations		
Division / section	Employee Relations		
Date of compilation	November 2018		

ORGANOGRAM

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



PURPOSE

The key responsibilities of this role are to:

- lead, direct and coordinate the activities of Employee Relations (ER) function including the development, review and implementation of an effective and sound ER strategy and related policies, procedures and agreements;
- build and manage sound and constructive relationships with the unions;
- be the university's chief negotiator for purposes of bargaining for PASS staff and ensure support for the university's chief negotiator for bargaining for academic staff; and
- ensure the provision of effective ER services to relevant stakeholders including direct support to the Executive and senior management.

The incumbent of this role 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.	Leadership, Strategy, Policy and ER Service Management	20%	<ul style="list-style-type: none"> • Provide strategic direction by developing an ER Strategy and aligning this and the services of the ER function with the strategic objectives of the HR Department and UCT • Draft and ensure regular review of policies, procedures and agreements line with best practice, legal requirements and in support of UCT's strategic objectives to ensure the proactive, constructive management and resolution of labour relations issues and disputes • Ensure effective communication and implementation of agreed policies, procedures and agreements • Provide specialist input to the broader scope of UCT policies and procedures and in particular the suite of HR policies and procedures which comprise the full HR value chain, to ensure that all UCT's policies, processes and procedures are fair and aligned with labour legislation • Provide strategic input and advice, either personally or via a member of the ER team to the UCT Executive and Council. This includes the formulation of proposals or responses for dealing with high risk ER issues • Attend to high risk ER matters in the client base, either personally, or through the co-ordination of appropriate members of the ER team • Develop the necessary service level agreements (SLAs) to ensure the provision of a high quality, effective ER service to clients (in accordance with the UCT HR Client-Centric Service Model) and the implementation of good practice ER, in line with agreed SLAs • Develop, implement and maintain effective and efficient systems for monitoring and reporting on employee relations matters • Conduct needs assessments and prepare and implement the necessary ER training programmes to develop capability in the understanding and application of employment law and ER policies, procedures and capacity within the HR department and in the client base to ensure consistency and manage risk • Actively market the service offerings of the ER function so that clients understand the role and purpose of the function and what the benefits are of utilising the services • Put a monitoring and evaluation framework in place to measure and improve service delivery • Keep UCT informed of future legal trends from an employee workforce standpoint and provide employee relations analytics and data as required 	<ul style="list-style-type: none"> • Service model is aligned and supports the achievement of UCTs strategic objectives • Service is responsive to the needs of and changes in the UCT environment • Sound ER practice and risk mitigation through policies, procedures and agreements which are fair and complies with legislation • Service is integrated, consistent across UCT, well-managed and is regarded as value adding • Advice of the Director, ER is pro-actively sought and the contribution which he/ she can make to further the goals of the university is widely recognised • Monitoring of outcomes are continually used for service improvement • Goals and objectives of the service are clearly communicated to and understood by clients and staff • Clients provide service feedback readily and honestly and have faith that their concerns will be addressed constructively and decisively

2.	Negotiations and engagement with labour	25%	<ul style="list-style-type: none"> • Lead the key negotiations with trade unions and other representative forums as appropriate with a view to securing business performance, employee engagement and legal compliance • Be the Chief Negotiator(CN) and lead the University's negotiating team on bargaining for Professional Administrative Support Staff (PASS) matters • Conduct the necessary research into economic and wage data with the support of the relevant bargaining team members (Finance and HR specialists), and in consultation with the relevant line stakeholders, in order to formulate and implement a bargaining strategy for salary and non-salary bargaining issues for PASS staff • As the CN, make proposals to and seek bargaining mandates from the Executive via the Chief Operating Officer • Quality assure and vet proposals, motivations and process documents which forms part of bargaining • Put the necessary bargaining structures, processes, timelines and communication channels in place to ensure the effective and timeous updating and smooth flow of information • Make efforts to resolve disputes that arise from such negotiations before and when matters are referred to the CCMA • Negotiate the agreements and UCT mandates on behalf of UCT with the unions. This includes having to work with mediators and arbitrators if necessary • Ensure support to the DVC for academic staff matters (as the CN for bargaining for academic staff) for the above bargaining processes related to academic staff • On request, chair the bargaining meetings between UCT and the union representing academic staff • Ensure that bargaining meetings are serviced and that records are kept of decisions taken • Provide advice and represent HR in discussions on business continuity planning for strike action • With respect to the consultative fora with unions, chair the consultative fora held with Unions who represent PASS staff • Ensure ER support for the DVC academic matters who chairs the consultative forum which is held with the union who represents academic staff • Ensure that the EDHR and the HR management team are briefed on bargaining and key employee relations matters • Help to resolve disputes and complaints by working with relevant line, HR client services, union, OIC and other relevant stakeholders • Implement mechanisms to oversee compliance with the unions' negotiated agreements 	<ul style="list-style-type: none"> • Constructive relationships which result in partnership /collaboration on issues requiring joint solutions and decision making • Relationships are characterised by high levels of positive engagement and trust • Good risk management as a result of sharing of information within a context of constructive relationships • Bargaining processes are efficient concluded successfully and timeously • Labour agreements are adhered to
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3.	Client Engagement and Relationship Management	25%	<ul style="list-style-type: none"> • Own and build the key relationship with all unions to enable a culture and climate of collaboration and shared goals and engaging them on partnership requirements • Provide training and development for the HR teams and line managers on how to collaborate with and build constructive relationships with the unions • Build relationships with clients and line managers to achieve UCT's ER objectives • Build relationships and work closely with HR colleagues in HR Clients Services and specialist areas to ensure that the respective HR teams are able to provide employee relations and policy advice, interventions and solutions to meet UCT ER objectives • Build relationships and work closely with other specialist areas at UCT whose policies and processes integrate with those of ER. Examples are the functions which deal with whistleblowing, mediation, harassment and Ombud services • Build relationships with external stakeholders, service providers and CCMA commissioners • Ensure that the ER strategy focuses on developing relationships which contribute to a positive ER climate, taking into account the complexity of the higher education sector and related demands eg. insourcing • Build and maintain relationships with external service providers to ensure the provision of high quality expertise and advise on UCT ER matters 	<ul style="list-style-type: none"> • Constructive relationships which result in partnership /collaboration on issues requiring joint solutions and decision making • Relationships are characterised by high levels of positive engagement and trust • Good risk management as a result of sharing of information within a context of constructive relationships
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4.	Management and Oversight of Employee Relations Service	25%	<ul style="list-style-type: none"> • Be responsible for the quality of the ER service to the client base by ensuring that the service is structured in a manner that ensures service delivery and by leading and building a high performing team that adds value to UCT • Take the necessary steps to ensure that there is a drive to continuous improvement, clear focus and co-ordination of all activities, that resources are effectively deployed and that there are clearly communicated performance standards and objectives which ensures that it operates as a high performance and effective team • Ensure that there is an integrated, cohesive and consistent approach to all activities and advice giving through effective teamwork • Assess current and anticipated service delivery capability & capacity requirements and takes steps to ensure that these are aligned to the University's needs by: <ul style="list-style-type: none"> • Reviewing staff & management capability/competence & capacity levels • Reviewing operational processes & systems • Reviewing information technology applications & hardware • Monitoring and providing regular feedback on individual performance and ensuring that top and poor performers are well and appropriately managed • Put structures and mechanisms in place for communicating regularly with the full section on service related matters • Develop a clear roles and responsibilities framework for the service which enables accountability and collaboration with clients, HR Client Services and HR specialist areas in delivering a high quality ER service • Keep abreast of any legal developments by regularly researching latest trends and regulations • Prepare and manage the annual budget for the ER function, including the management of external service providers and budget spend, in line with budget and financial constraints • Ensure the provision of quality services in relation to work and servicing of various ER Committees and which includes the necessary vetting by ER of restructure proposals for the Employee Relations Management Committee (ERMC) and its subcommittee and the preparation of CCMA and case reports for the UCT Risk Management Committee (RMC) 	<ul style="list-style-type: none"> • 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 understand and are fully engaged in delivering a quality service • Improved and clear role ownership by clients and various HR teams • Section is staffed by competent and empowered staff • Staff morale is high with retention of top performers • The section has a reputation for being well managed • Staff have clear development goals which they own and are accountable for • The budget is tightly managed and any unnecessary spending/ waste of resources is eliminated
5.	Senior leadership as a member of the HR Directorate	5%	<ul style="list-style-type: none"> • Play an active role in embedding the HR Client Centric Service Model • Be a visible role model for the values and behaviours of UCT and the HR department • Champion and lead transformation in the ER section and HR department • Contribute actively to the initiatives, projects and activities in which the HR senior management team are engaged • Contribute to and participate in the University Human Resources Committee of Council • Contribute to and participate in any planning and reporting on strategy including the planning and reporting processes on alignment with the UCT strategy, the UCT HR Strategy and the UCT transformation and employment equity agenda • Be responsible for planning, reporting and managing of the ER section budget and as part of annual planning and budgeting process for the ER section and the department as a whole • Participate in the UCT RMC as the HR representative and to present CCMA and ER cases • Participate in and contribute to the work of the ERMC and its subcommittee (RRR) • Participate in the UCT Organisational Health Forum which deals with issues of health, wellness and medical aid • As a member of the HR Management meeting (HRMAG) and Departmental meetings, contribute to the leadership of the HR service and department • Participate in and represent the HR department in university-wide task teams on ER-related work, where needed • As a senior leader in HR, represent the function internally and externally, as appropriate. An example of this is the ER higher education sector forum 	<ul style="list-style-type: none"> • Successful contribution and support by HR to UCT • Visibility and value add of HR department service offering • HR Department Teamwork and effective integration of the section into the overall HR function • Delivery on departmental mandate

MINIMUM REQUIREMENTS

Minimum qualifications	An LLB or related postgraduate qualification			
Minimum experience (type and years)	A minimum of 9 years' relevant knowledge and experience in ER, of which a minimum of 5 years should be at a senior management level in a law firm/corporate/institution			
Skills & knowledge	<ul style="list-style-type: none"> • Expert Knowledge – good working knowledge of labour regulations, the Labour Relations Act, the Basic Conditions of Employment Act; the Employment Equity Act; the Occupational Health and Safety Act; CCMA rules and procedures; Department of Labour rules and procedures • Human Resources Knowledge- an understanding of current Human Resources practices and the ability to apply them • People Management – sound track record of effective people management and motivational skills. • Negotiation and Consultation Skills – sound track record of effective negotiation and consultation skills, in particular be able to advise on the legal, reputational and financial implications of interactions with Unions • Conflict Resolution – sound track record of the ability to take effective steps to resolve interpersonal conflict in the workplace, in particular to implement efficient, effective, consistent and fair disciplinary and grievance processes • Empathy- must have the ability to show insight into the needs of others and build positive relationships even in situations of hostility • Judgement – sound track record of the ability to weigh up the effects of a decision and evaluate the likely knock-on effects. To weigh up alternatives. To recognise the sensitivities and risks and frame decisions to take account of them • Analytical Skills- the capacity to quickly identify key issues in a dispute or conflict, and recognise relevant information. To identify important relationships between issues, causes and solutions, and their likely knock-on effect • Policy and Procedure Formulation – sound track record in identifying the need for this and having the ability to devise, implement and adapt when the need arises • Administrative Skills – sound organising and administrative ability. • Drive- show confidence, assertiveness and commitment in setting and achieving goals and persistence in the pursuit of these goals • Integrity- have a track record of having acted according to ethical principles of honesty and trustworthiness, in particular have credibility and a track record of honouring commitments and promises made • Training and Coaching Skills- sound track record in transferring knowledge through the writing of, and facilitation of training and coaching programmes 			
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'.)	<p><i>Conceptual Ability:</i></p> <ul style="list-style-type: none"> • Able to analyse complex situations, which have multiple and conflicting priorities. Able to place these situations into relevant, long-term context and to present solutions that address these conflicting priorities in the long-term. • Uses imagination and creative insight to suggest a range of possible solutions. Able to turn problems into opportunities. • Decision-making and judgement is based on an awareness of the issues (knock-on effects, constraints and sensitivities) beyond the immediate "boundary" of the situation taking into account all the conflicting priorities. Produces convincing long-term solutions that address the wider context. <p><i>Interpersonal and Communication Skills:</i></p> <ul style="list-style-type: none"> • Able to inspire others and has a strong personal commitment to the attainment of UCT's goals. • Shows insight into the needs of others and is able to build positive relationships, even in difficult situations. • Inspires teamwork by guiding a large group to the attainment of agreed objectives. • Listens with patience and understanding, takes time and responds honestly and uses care when judging others. • Able to obtain a greater understanding of issues through effective questioning. • Good verbal and written skills, able to present ideas with confidence and clarity to achieve the desired impact. • Copes under pressure and is able to influence those who have an impact on the situation in the long <p><i>Practical Implementation Skills:</i></p> <ul style="list-style-type: none"> • Able to plan, organise and co-ordinate in situations involving large groups with diverse viewpoints. • Able to manage the implementation of a number of complex programmes (where there are few precedents) with competing priorities and conflicting demands and deadline. • Sets rational strategies for the long-term, including possible contingencies. • Able to take effective decisions and follow through. • Able to adjust plans without losing site of the strategic goals to be achieved. <p><i>Advantageous:</i></p> <ul style="list-style-type: none"> • Higher Education or similar institutional experience • A good understanding of the legislative framework governing tertiary education institutions, including the Higher Education Act and policies and procedures • Knowledge of University's policies & procedures, including an understanding of the University's committee structures and decision making bodies and processes 			
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
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SCOPE OF RESPONSIBILITY

Functions responsible for	Leadership of Employee Relations function
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 of full ER unit. Direct advice and supervision of managers of the various client units in executing advice.
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	Members of the Executive, Senior Management; Deans; Executive Directors; Registrar, HR Management; Unions
External to UCT	Communities of practice, Industry counterparts; External Service Providers/Consultants