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| HR191 | <b>POSITION DESCRIPTION</b> |  <b>UNIVERSITY OF CAPE TOWN</b><br>IYUNIVESITHI YASEKAPA • UNIVERSITEIT VAN KAAPSTAD |
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#### NOTES

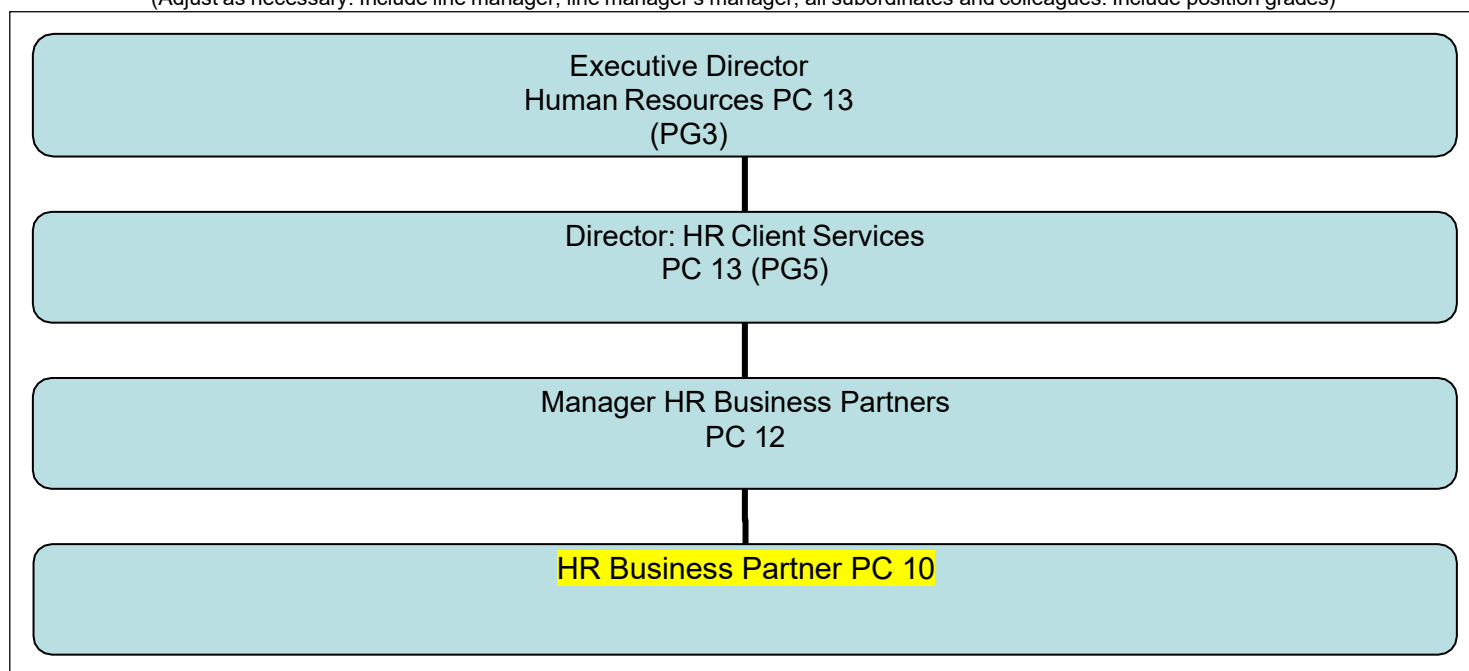
- Forms must be downloaded from the UCT website: <http://forms.uct.ac.za/forms.htm>
- This form serves as a template for the writing of position descriptions.
- A copy of this form is kept by the line manager and the position holder.

#### POSITION DETAILS

|                                        |                     |                             |      |
|----------------------------------------|---------------------|-----------------------------|------|
| Position title                         | HR Business Partner |                             |      |
| Job title (HR Practitioner to provide) | HR Business Partner |                             |      |
| Position grade (if known)              | 10                  | Date last graded (if known) | 2019 |
| Academic faculty / PASS department     | Human Resources     |                             |      |
| Academic department / PASS unit        | Client Services     |                             |      |
| Division / section                     |                     |                             |      |
| Date of compilation                    |                     |                             |      |

#### 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 provide generalist comprehensive, pro-active and integrated HR partnering service, to fulfill the university's strategic mandate, by interfacing with the clients regarding human resource solutions including advising on matters relating to the staff who are employed through section 21 companies and affiliates. The incumbent is also required to collaborate with all other HR functions to build strategic coherent teams which deliver greater results

**CONTENT**

| Key performance areas |                                                             | % of time spent | Inputs<br>(Responsibilities / activities / processes/ methods used)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Outputs<br>(Expected results)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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| 1                     | <b>Strategic Partnering (Faculty/PASS department level)</b> | 40%             | <ul style="list-style-type: none"> <li>• Providing strategic change management and operational expertise to the Faculty/Support Sector.</li> <li>• Translate key challenges in the working environment into HR solutions.</li> <li>• Participate in Faculty/Support Sector planning and HR Strategies.</li> <li>• Actively participate and contribute to core HR projects and initiatives.</li> <li>• Management coaching, consulting &amp; conflict management.</li> <li>• Explain and interpret (within appropriate areas) the University HR Policies and Procedures to DVC's, managers and staff members where applicable.</li> <li>• Ensure dissemination (within appropriate areas) of all HR information to relevant staff and University community staff members.</li> <li>• Attend courses and seminars, as requested, and disseminate relevant information to other staff members.</li> <li>• Facilitate the preparation of Job Profiles in consultation with relevant staff and HR Specialist responsible for Job Evaluation.</li> <li>• Attendance and participation at job evaluation sessions.</li> <li>• Implement HR systems and procedures within respective Faculty/Support Sector.</li> <li>• Provide HR reports on request.</li> <li>• Attend and participate in monthly, quarterly and ad hoc management meetings within Faculty/Support Sector and HR.</li> <li>• Make recommendations, streamline processes and decide on short- and long-term plans.</li> <li>• Staff induction within appropriate areas.</li> </ul> | <ul style="list-style-type: none"> <li>• Develop and implement the required HR solutions to the Faculty/Support Sector.</li> <li>• Enable and facilitate HR areas such as recruitment &amp; selection, rewards, retention, performance development &amp; appraisal, career &amp; succession planning, employee development, employee relations.</li> <li>• Provide guidance and advice in respect of above.</li> <li>• Provide advice with respect to establishment structures.</li> <li>• Ownership of projects, tasks, rollouts etc. as affected by HR Specialist Centres, Faculty, Departments and affiliates.</li> <li>• Ensure that line managers are compliant with recruitment legislation and internal recruitment policy and processes.</li> <li>• Selection committees are capacitated regarding recruitment processes, policy and procedures.</li> <li>• New incumbents are supported to integrate into the departmental culture.</li> <li>• Facilitate the work re-allocation or organisational restructuring within the Faculty/Support Sector on an ad hoc basis as and when the need arises, subject to sensitive negotiation with all parties concerned.</li> <li>• Provide customized management information reports</li> <li>• provide feedback on poor data quality to the function responsible for data quality.</li> <li>• Analyse and interpret HR data and provide input to HR reports (e.g. EE plan, WSP, Performance Management)</li> <li>• Accurate management information, including SAP reports, provided on regular basis</li> </ul> |

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| 2 | <b>Project &amp; Change Management</b> | 15% | <ul style="list-style-type: none"> <li>• In conjunction with HR colleagues/Centres of Excellence CoE's identify resources required to execute the task or project. Plan for contingencies and act pro-actively to ensure delivery of results.</li> <li>• Keep stakeholders informed and create a common understanding and shared mindset of the business units' strategic objectives. Ensure proper communication and coordination of activities to achieve intended results. Ensure that stakeholders' interests are addressed in the change management process.</li> <li>• Identify stakeholders and possible effects of the change programmes on the stakeholders' interest. Analyse changing business circumstances and identify and suggest interventions to address internal requirements and external changes.</li> <li>• Project Management of annual and other HR Projects including drafting project plans with Manager HRBP's, collation and quality assurance of the information for the various Projects from the Faculty to the CoE's.</li> </ul> | <ul style="list-style-type: none"> <li>• Engagement in projects related to various HR disciplines as well as COE's.</li> <li>• Pro-actively but always in agreement with Faculty/PASS Unit leadership/CoE's, research, scope and develop HR programmes/projects for delivery, ensuring the roles of sponsors, change agents and those affected by the change are taken cognizance of.</li> </ul> |
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| 3 | <b>Programme Delivery/operational implementation</b> | 20% | <ul style="list-style-type: none"> <li>○ Enable and facilitate HR areas such as recruitment, rewards, retention, performance development and assessment, career and succession planning, employee development, employee relations. <ul style="list-style-type: none"> <li>a. Provides leadership and guidelines to the Faculty/PASS leadership about Human Resources strategy, policies and implementation</li> <li>b. Provides leadership and shares accountability for the entire talent management process i.e. recruitment, selection and placement, as well as induction to the Faculty/PASS Department</li> <li>c. Champions climate improvement and diversity management interventions, as well as ensure procedural and substantive fairness regarding processes and practises.</li> <li>d. Translates Business Unit's strategic agenda into HR Programme of action. Determines priorities, collaborates with Business Unit Leaders in alignment with strategic Business Unit and university HR agenda.</li> <li>e. Monitors performance measures of work in progress continuously and intervenes to ensure timeous delivery within budget and quality requirements. Ensures that programmes achieve the objectives set and are thoroughly reviewed for intended impact.</li> </ul> </li> <li>○ Plans and ensures that programmes are properly executed.</li> </ul> | <ul style="list-style-type: none"> <li>• Advise/Write (in consultation with managers)/interrogate submissions regarding promotions, salary adjustments, continuation of service, transferrals, resignations, retirements,</li> <li>• Provide first line performance management support including: <ul style="list-style-type: none"> <li>○ Ensure implementation of Performance Management in business unit. Assist the roll out of the performance management process and ensure compliance of business unit to the process</li> <li>○ Advising line on how to address issues with regards to performance management;</li> <li>• Advise on promotions including</li> <li>○ Advice on policies and procedures</li> <li>○ Provide advice to the relevant staff member for example in terms of package structuring where necessary</li> <li>• Provide induction services to the client including: <ul style="list-style-type: none"> <li>○ Development of an induction program in collaboration with the client and L&amp;D specialists</li> <li>○ Informing the new employee of all relevant and important UCT practices</li> <li>○ Ensure the employee attends the UCT orientation</li> <li>○ Maintain and update the faculty/department specific induction manual (in collaboration with the Dean/Heads of Department)</li> </ul> </li> <li>• Coordinate effective terminations including: <ul style="list-style-type: none"> <li>○ Address Strategic information and decisions prior to sending a letter of resignation through to Admin Services. Terminations include: resignations, retirement, medical disability, deaths, retrenchments and dismissals.</li> <li>○ Update the post structure after terminations</li> <li>○ Conduct Exit interviews and send results through to Specialist Services for consolidation and interpretation</li> </ul> </li> <li>• Provide accurate data and trend analysis on the client's retention successes and risks and clearly identify and facilitate the implementation of effective retention/succession management strategies in collaboration with the specialist PM, L&amp;D and Retention and the Senior Business Partners.</li> <li>• Ensure that the organogram (vacant and filled posts) and post data information is always accurate on the system.</li> </ul> </li> </ul> |
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| 4 | Employment Relations | 20% | <ul style="list-style-type: none"> <li>• Provide advice and become actively involved in addressing certain disciplinary issues within area of control and in liaison with the Employee Relations office, where applicable.</li> <li>• Transfer coaching, mentoring and counseling skills to line to enable them to become better people leaders. Provides counseling and acts as a coach.</li> <li>• Enable the business unit leaders to enter mentor relationships to influence behaviour and attitude and integration into the organisation. Transfers the accountability for self-development by empowering and encouraging ownership thereof and provide feedback to individuals.</li> <li>• Advise line managers on disciplinary and grievance policy, process and procedure</li> <li>• Coordinate and provide advice on restructuring activities</li> <li>• Coordinate and provide advice on voluntary retrenchment and early retirement</li> <li>• Monitor relationships between staff and management</li> <li>• Provide feedback to Manager HRBP on employee relations climate in faculty/departments</li> <li>• Give input on appropriate interventions to improve employee relations</li> </ul> | <ul style="list-style-type: none"> <li>• Labour risk is minimized</li> <li>• Staff are aware of the compliance required to HR policy</li> <li>• Training and knowledge needs are identified</li> <li>• Compliance to IR legislation and related University policies/ procedures</li> <li>• Line managers and staff members informed of their rights and obligations</li> <li>• Positive employee relations climate</li> <li>• Represent the employer at the CCMA/Labour court as and when required with the ER specialist.</li> <li>• Compile evidence/presentations for ER matters</li> <li>• Oversee and co-ordinate various ER processes within the units e.g. grievance, disciplinary, mediation</li> <li>• Referring the matter to the Employee Relations Office where matters become too complex for this function to handle</li> <li>• Handle issues pro-actively to prevent them from becoming formal Employee Relations issues</li> </ul> |
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| 5 | General Operations | 5% | <ul style="list-style-type: none"> <li>• analyse trends and metrics in partnership with other HR teams in order to develop and enhance solutions, processes, and programs that address current problems and to avoid future ones. The HR Business Partner assists in the measuring, validating, and testing of the effectiveness of metrics that are applied by the business to assess and drive productivity optimization.</li> <li>• Developing methods that aid in the achievement of measurable improvements in metric results and which avail actionable people management solutions and strategies.</li> <li>• Continuously drive improvements in tools and policies through external market trends, insight and internal best practice.</li> <li>• Proactively share best practice, intelligence activities within HR function.</li> <li>• Build relationships and form alliances with external counterparts, communities of practice and stakeholders to scan for innovations and opportunities to form partnerships.</li> <li>• Be an ambassador for the function and represent the UCT HR internally and externally (as appropriate).</li> </ul> | <ul style="list-style-type: none"> <li>• Develop standard operating procedures and forms; updating, distributing and reproducing as needed.</li> <li>• Partner with employees and management to provide, advice, assistance, and follow-up on company policies, procedures, standards, documentation, as well as employment regulations.</li> <li>• Maintain employment records/reports on all personnel.</li> <li>• Coordinate with the Administrator: Benefits and Payroll for new hires, status changes, and terminations ensuring timely and accurate implementation of said changes.</li> <li>• Build frameworks to plan and manage the continuous process of change including dependencies, risk, potential scenarios ad options to mitigate.</li> </ul> |
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## MINIMUM REQUIREMENTS

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| Minimum qualifications                                                                                                                               | NQF6 qualification in Human Resources or Industrial Psychology or related field.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |       |                                                     |       |
| Minimum experience (type and years)                                                                                                                  | <ul style="list-style-type: none"> <li>• Five (5) years generalist human resources experience,</li> <li>• Previous experience in professional development and training,</li> <li>• Current, in-depth knowledge of legal requirements related to human resources and employee management, including workers' compensation, union relations, and employment laws</li> <li>• Excellent communication and interpersonal skills</li> <li>• Proficiency in the MS Office suite</li> <li>• Capable of creating and managing well defined project plans which ensure that objectives, initiatives and activities stand the best possible chance of success.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |       |                                                     |       |
| Advantages                                                                                                                                           | <ul style="list-style-type: none"> <li>• Knowledge of SAP HR.</li> <li>• SABPP registration</li> <li>• Knowledge and experience within the Higher Education Human Resources environment</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |       |                                                     |       |
| Skills                                                                                                                                               | <p><b>Data Orientated:</b> Capable of taking large quantities of data or information and distilling them to provide a clear picture of the appropriate action to be taken. Comfortable with managing and using numerical data. Capable of using tools such as spreadsheets and querying systems to extract and format data to make good Management Information output.</p> <p><b>Influential:</b> Has the professional carriage and personal gravitas to influence senior managers, individuals and small groups to adopt an effective course of action, even against resistance. Ensures that arguments for a specific course of action are carried through the presentation of accurate and well-structured data and information. Has a detailed knowledge and understanding of the operations of the Client and understands the key levers of success and performance indicators which drive the business.</p> <p><b>Effective Communicator:</b> An effective listener who empathises with others and manages personal relationships with Clients and colleagues alike.</p> <p><b>Organisation:</b> Takes a planned and structured approach to own work. Good personal organisation. Always delivers on commitments made to customers and colleagues alike.</p> <p><b>Attends to Detail:</b> Ensures that all aspects of an action are accurately analysed and clarified. Ensures that all details are considered, and that information provided is completely accurate and up-to-date.</p> |       |                                                     |       |
| Knowledge                                                                                                                                            | Knows and understands the HR theories and best practices that will enable the person to provide an effective HR service.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |       |                                                     |       |
| 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.) |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |       |                                                     |       |
| Competencies (Refer to <u>UCT Competency Framework</u> )                                                                                             | Competence                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Level | Competence                                          | Level |
|                                                                                                                                                      | Analytical thinking and problem solving                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 2     | Building interpersonal relationships & partnerships | 2     |
|                                                                                                                                                      | Results focused                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 2     | Personal accountability & emotional intelligence    | 2     |
|                                                                                                                                                      | Client focus and customer service skills                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 2     | Oral, written & presentation communication skills   | 2     |
|                                                                                                                                                      | Teamwork & collaboration                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 2     |                                                     |       |

**SCOPE OF RESPONSIBILITY**

|                                          |                                          |
|------------------------------------------|------------------------------------------|
| Functions responsible for                | HR Service Delivery                      |
| Amount and kind of supervision received  | Minimal – supervised by the MHRBP        |
| Amount and kind of supervision exercised | N/A                                      |
| Decisions which can be made              | Advice related to policies and processes |
| Decisions which must be referred         | Any deviations from policy and process   |

**CONTACTS AND RELATIONSHIPS**

|                 |                                                                                                                                                                                                                                                                                 |
|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Internal to UCT | All relevant Faculties and Departments, union officials, Deans, ED's,                                                                                                                                                                                                           |
| External to UCT | CCMA, Labour Court, National Unions, Provincial Department of Health, NHLS, Department of Public Works, South African Police Services, HPCSA, NRF, International Universities, Recruitment Agencies, Service Providers, Affiliated section 21 Companies and research institutes |