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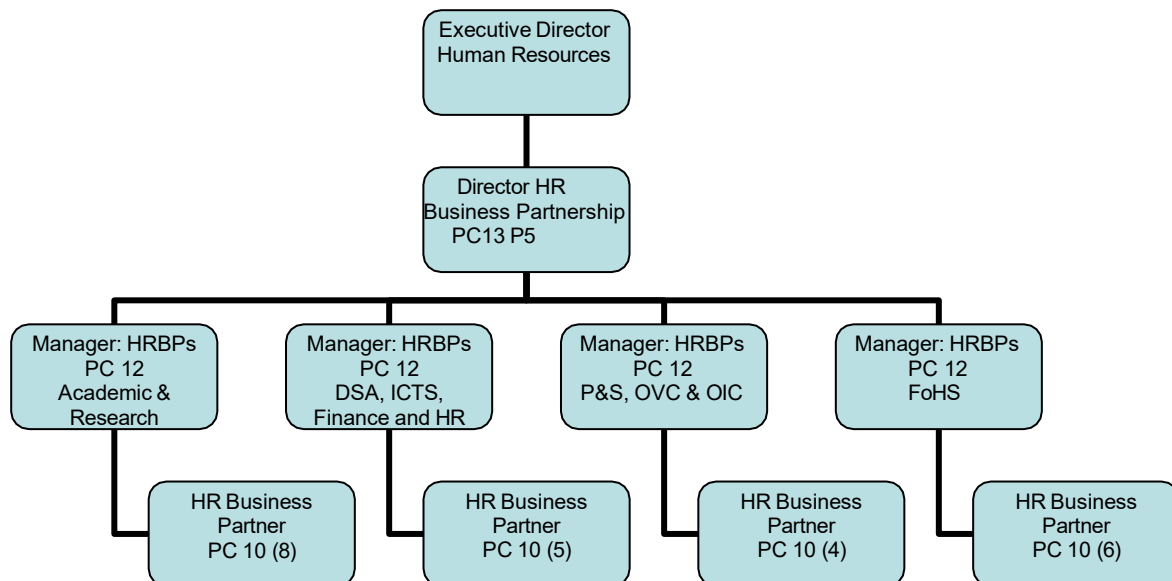
- Forms must be downloaded from the UCT website: <https://forms.uct.ac.za/forms.htm>
- This form serves as a template for the writing of position descriptions.
- A copy of this form is kept by the line manager and the position holder.

POSITION DETAILS

Position title	Director: HR Business Partnership		
Job title (HR Business Partner to provide)	HR Director		
Position grade (if known)	PC13 P5	Date last graded (if known)	2021
Academic faculty / PASS department	Human Resources		
Academic department / PASS unit			
Division / section	HR Business Partnership		
Date of compilation	October 2021, Updated April, September 2024 and September 2025		

ORGANOGRAM

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



PURPOSE

The Director Business Partnership is the head of the client engagement/business partnering function within HR which forms the core of the HR client centric service model adopted by UCT. HRBP is the front-line client facing of the HR service and represents HR to the client as part of the end-to-end HR value chain.

The key responsibilities of this position are to:

- Lead and provide end to end oversight to the HRBP team;
- ensure that all programs, procedures, approaches adopted and advice provided to clients by HRBP remain aligned and further the achievement of the UCT Vision, Strategy and Values;
- collaborate with, guide as well as spearhead, with the UCT leaders, executives, and the relevant HR centers of excellence the development of fit for purpose HR strategies, policies and approaches, to attract, develop, and retain talent in the Faculties/PASS Departments;
- act as a strategic thought partner to the executive and senior management to ensure translation of business objectives to human capital strategies;

- ensure HR s immersion in the client base and the provision of HR advice to clients in multiple departments, faculties, research institutes;
- partner with the HR leadership team on planning and delivering HR programs and services to the business;
- mitigate risk to UCT and operate as a trusted advisor to the executive and senior management serving as the expert on people and organizational issues; and
- navigate challenges in the dynamic University space and be comfortable in a fast-paced environment with significant change; employing only the necessary HR processes that enable the organization to innovate and grow.
- sound judgement and 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

The incumbent of this role is 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	Strategic Partnership and Advisory Leadership	20%	Act as a trusted adviser to the University Executive and senior leaders, shaping and aligning people strategies with institutional goals, ensuring evidence-based, forward-looking HR policy and practice. - Proactively partner with and advise the executive to support strategic HR university wide projects to enable the UCT Vision and strategic goals - Assess, analyze and produce a range of written material, including strategic reports and statistical analyses on the work of the service to relevant stakeholders - Lead and ensure consistent implementation of HR programs, policies and procedures across UCT through participation in executive, management and staff projects - Lead and provide oversight to HRBP Managers in developing Faculty/Department specific HR service plans and training interventions to address client needs and gaps - Partner with HR specialists to ensure cohesion in the HR offering and clarity between the roles of the generalists and specialists within and outside of the section - Be immersed and up to date in ongoing issues and developments with each of the operational areas served by the MHRBP's - Lead and initiate the development and design, review or enhancements of HR policies, procedures and practice based on trends and experiences in the client base as well as for general use across the University - Conduct research and data analytics that identify talent gaps, assesses organizational performance, and propose solutions that are in support of the UCT business and that are in promotion of ongoing talent, development plans, and succession. - Develop solutions to strategic and operational problems and identify opportunities for collaborative activity or policy/process design.	- Advice of the Director, HRBP's is pro-actively sought and the contribution which he/ she can make to further the people goals of the university is widely recognised - Collaborative solution design with the Senior Leadership, managers and colleagues to provide an integrated provision of service delivery in line with the University mission and vision. - Development, quantification, evaluation and monitoring of an appropriate set of performance indicators for the HR unit. - Initiating and managing change within the institution including areas of radical development. - Maintaining an awareness of changing external requirements and ensuring that the HRBP unit / University actively responds to changes in context. - Collaborative decision making across the University, providing advice or input in order to contribute to the decision making of faculties/divisions, identifying and developing thematic or cross-university initiatives where possible. - Make judgements across a wide range of highly complex issues, requiring analysis, interpretation, comparison of a range of options, taking into account legislation, and conflicting demands. - Apply creativity to devise varied solutions to problems referring issues to specialist managers as appropriate. - Demonstrate initiative in recommending, contributing to or proposing strategic or operational changes and improvements at functional or corporate level. - Anticipate and deal proactively with any issues or risks emanating from the client base - Ensures that all strategies implemented are aligned with the overall UCT priorities and goals. - Play a major analytical role in the leveraging of workforce insights and analytics in order to focus the university's leaders on relevant people management issues while assessing potential strategies and solutions. - To advise on the legal, reputational and financial implications of operational decisions as they are conceptualized.

2	Client Engagement and Relationship management	25%	Build and sustain strong, collaborative partnerships with faculties, PASS departments, and other stakeholders to ensure HRBP's deliver a service which is responsive, solutions-focused, and integrated into operational planning. • Establish and build effective relationships with internal and external stakeholders to encourage integration of HR best practice into client planning and operation • Coach the UCT Senior management on HR practices, policies and processes in order to promote a culture of continuous growth and development in the business. • Collaborate with Centers of Expertise (COEs) to design and execute tailored HR solutions and HR policies that are client- aligned and that the most appropriate solutions are being used to serve client requirements • Establish relationships with relevant HR specialists and relevant colleagues to ensure effective and appropriate action on issues which emanate from and impact the client base • Ensure that the EDHR and management team are briefed on client issues to facilitate central decision making, communication and alignment • Ensure that all HR strategies implemented are aligned with the overall UCT People strategy and goals. • Facilitate data-driven HR Business Partnering – enable HRBP with actionable insights from data to support leaders across the institution, in collaboration with the Director ARSPA	• Service is integrated, consistent across UCT and well- managed and is regarded as value adding • Evaluation outcomes continually used for service improvement • Constructive relationships which result in partnership /collaboration on issues requiring joint solutions and decision making • Constructive relationships which ensure role clarity between clients/line managers and HRBP • Constructive input and learning between HRBP and the HR specialist areas • Provision of a comprehensive Human Resources consultancy service to Executive and Senior Management. • Results-oriented with demonstrated strategic thinking, innovation, flexibility in dealing with changing and ambiguous situations. • Design, provide input or enhancements into policy to ensure alignment with UCT operations/context • Design of/or monitoring of governance protocols in respect of HR projects conceptualised or delivered by Client Services • Align HR Metrics with business goals and people strategy – ensure HR reporting reflects key priorities and supports strategic decision-making by providing relevant insights. • Provide accurate and timely HR reports to ED HR.
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3	Employee and Labour Relations	15%	Provide leadership in managing complex employee relations matters, ensuring legal compliance, constructive union engagement, and proactive risk mitigation in a unionised environment. • Provide advice to staff, the Executive and management on ER matters, in collaboration with the Director ER • Lead and provide oversight and guidance to staff and management on Discipline and Grievance-related matters • Take joint responsibility with ER for the communication and implementation of agreed policies, practices and systems. • Prepare and consolidate documentation required for legal processes with the ER team both for internal and external processes. • Build and manage constructive relationships with unions within the context of University operations.	• Pro-actively keep up-to-date and ensure compliance with corporate governance and statutory requirements e.g. LRA, BCEA, OHASA, EE, and DOL requirements • Ensure the establishment of adequate internal control measures to safeguard the University. • Ensure that the quality of documentation and processes is in keeping with University and legal standards. • Exposure to business risk is properly managed and mitigated through the adoption of effective measures. • Participate in various projects as identified as HR strategic projects. • Undertake risk evaluation of potential disputes and disputes that are declared to determine the appropriate management strategy • Work collaboratively with ER to prepare for CCMA/Court appearances
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4	Leadership & Capability Development	20%	Lead and develop the HRBP team to deliver high-performance, continuous improvement, and a client-centric culture, while ensuring talent pipelines for critical HR roles. • Ensure transformational targets are met through recruitment, retention and training process by utilising preferred suppliers. • Ensure team participation in corporate social responsibility initiatives for the achievement of business strategy. • Deliver a world class service by ensuring a client centric culture through required interventions. • Identify areas of resource inefficiencies and promote optimisation through promoting multi-skilling and addressing capacity gaps. • Maintain stakeholder engagement by building effective business partnerships. • Share knowledge and leverage on solutions through networking and collaboration with the relevant stakeholders. • Ensure forecasted staff requirements are documented, actioned accordingly and costed by managing head count associated costs. • Facilitate a learning culture in the unit by encouraging staff to take accountability for their own career development. • Ensure implementation of appropriate performance management processes throughout the division to instill a high-performance culture. • Manage talent through learning and development, reward and recognition, succession and retention. • Manage performance by implementing performance agreements, ensuring a clear vision, providing regular feedback on performance and recognising and rewarding achievement. • Drive to execute planned development by acquiring knowledge, seeking coaching or other industry or technical learning events and opportunities. • Maintain a capable, high performing team by identifying a talent pool through conducting career conversations and utilising the talent grid principles and developing talent retention programmes. • Build depth of skills and knowledge in the team of managers by sharing knowledge and insight with team members, ensuring mentoring, coaching and day to day activities • Lead the team by setting an example through professional knowledge and commitment to service excellence	• Recruit and induct the right managers to fulfil service delivery goals • Set clear and measurable goals in order to manage the professional and personal development of service staff • Ensure continuous improvement by providing ongoing feedback on successes and challenges to staff • Continuously identify and assess learning and development needs of staff reporting into this position as well as the team • Ensure that top and poor performers are well and appropriately managed • Be ultimately responsible for the quality of the service to the client base through managing the HRBP staff • Develop mechanisms for communicating regularly with the full section on service-related matters • Ensure that staff are regularly informed of best practice and are aware of any developments relating to service provision • Play a mentorship role to key HR Business Partner personnel, ensuring constant professional growth, and ingraining the departmental culture, essentially readying them for the occupation of his position in the future.
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5	Financial & Resource Stewardship	5%	Manage HRBP budgets effectively, optimising resources to deliver best value while identifying funding opportunities to support strategic HR initiatives. • Prepare and manage the annual budget for the HRBP in a manner that takes into account the context of austerity at UCT while simultaneously serving the needs of the client base and ensures best value for money • Review, monitor and analyse the reasonableness of budgetary requests for the section and recommend the appropriate use of limited resources • Monitor and evaluate compliance with budgetary restrictions • Identify new funding streams and sponsorship opportunities and contribute to the application for such monies in meeting the resource requirements of the service	• The budget is tightly managed and any unnecessary spending/ waste of resources is eliminated • The HR section is able to bid for funding beyond the limits of the HR GOB budget • Clients receive a high level of customer care and are thereby encouraged to contribute to HR service resource needs
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6	Governance, Compliance & Risk Management	10%	Ensure HR operations comply with statutory, policy, and governance requirements; identify and manage organisational risks; and maintain robust reporting and accountability processes. • Take independent decisions at directorate level within the delegated framework. • Lead change management initiatives to ensure an ongoing and robust understanding and approach to risk management underpinning all relevant strategic and operational activities • Quality assure and vet proposals, motivations and process documents emanating from the client base through HRBP prior to their approval by the respective final authority in accordance with the Council approved HR Delegations of Authority • Ensures that the quality of reporting is in keeping with legal standards. • Ensure sound risk mitigation university wide by assessing risk of all situations, and by taking appropriate actions and reporting of all incidents, near misses and hazards through to resolution. • Support Compliance and Risk Management through providing required HR reports. •	• Good risk management as a result of sharing of information within a context of constructive relationships • Policy contentions are raised with the relevant HR specialist areas and respective policy owners proactively • Anticipate and deal proactively with any issues or risks emanating from the client base • Implementation of controls and procedures to ensure compliance with corporate governance and statutory requirements. • Exposure to business risk is properly managed and mitigated through the adoption of effective measures
7	Membership of the HR Directorate	10%	• Contribute actively and proactively to the initiatives, projects and activities in which the HR senior management team are engaged • As a member of the senior HR management team contribute to and participate in various committees including subcommittees of Council e.g. the University Human Resources Committee, ERM, HRMAG etc. • As a member of the senior HR management team contribute to the annual reporting and planning budgeting process • As a member of the HR senior management team participate in the bargaining processes • Partner with other HR directors as well as with senior leadership in the deliberation and establishment of both short and long-term departmental strategies. • Approves and leads the business's design and change of management projects initiated by the HR Business Partners with a view of creating speed and efficiency across the organisation, which will in turn support rapidly shifting business demands.	• Effective integration of the section into the overall HR function • Effective leadership and management of the section • Section budget managed effectively • Provide inspirational leadership to the section and drive innovation and delivery of HR service motivating them to implement a culture of client service and continuous improvement • Be responsible for the day-to-day running of the function aligned with organizational standards and processes whilst maintaining a client focused and responsive service • Responsible for monitoring and evaluation initiatives across the section.

MINIMUM REQUIREMENTS

Minimum qualifications	A relevant Master's degree (NQF 9), preferably in the fields of Industrial Psychology, Human Resources, Commerce or a relevant discipline
Minimum experience (type and years)	A minimum of 15 years' broad experience in HR, of which a minimum of 5 years should be at a senior management level in a large-scale, complex HR generalist environment.
Skills	• Comprehensive exposure and experience of current legislation, policies governing HR practice and industry best practice • Experience in creating effective communication platforms to drive effective service delivery • Strategic capability (policy/process design & formulation) and outlook • Extensive human resource management experience in a unionised environment • Experience of managing, leading and developing professional HR teams within a complex and dynamic working environment • Experience of delivering measurable and visible improvements in HR service quality and fostering a strong customer service ethic • Experience of analysing, using and presenting complex people information in a variety of formats to a range of audiences • Project management experience where innovative HR solutions have been delivered, both personally and through others • Experience in leading through change and knowledge of change management principles and methodologies in a complex environment
Knowledge	• Experience in a Higher Education environment is preferred • Industrial Relations within South Africa • Broad HR frameworks and design (Organisational Development, Benefits, Systems, Audit, Payroll, Pension Funds, Medical Aid) • Financial Management • Business Principles • Business Continuity • Business terms and conditions/Legal writing (contracts, vendor agreements, research contracts etc) • Risk Management process and frameworks
Professional registration or license requirements	SABPP/SIOPSA or relevant organization would be advantageous
Other requirements (If the position requires the handling of cash or finances, other requirements must include 'Ability to handle cash or finances'.)	Strategy: The Director HR Business Partnership plays a leading strategic role where they approve strategic proposals from Faculty/Departmental management while also taking initiative to develop and drive people management strategies that promote an environment where all employees feel valued and respected. The Director HRBP also ensures that all strategies implemented are aligned with the overall business priorities and goals. It is also the responsibility of the Director HRBP to ensure that there is consistent application, implementation, and improvement of approved HR strategies at all levels and departments within the business. Knowledge and Opportunity: The Director HRBP is also tasked with maintaining a superior level of technical HR skill, knowledge, and expertise, inclusive of legal knowledge and the latest trends and best practices. The Director HRBP works to ensure that they understand industry and business factors that shape how HR strategies are developed, implemented, and sustained; in addition to maintaining an understanding of the business, market influencers, and finances in order to add onto his personal credibility and ability to influence leadership and management and to add value. Communication Skills: Communication skills, both in verbal and written form are a must have for this position. As the head of the HRBP department the conveyance of information and instruction down the line must be clear and concise in order to ensure efficient and effective execution of duties by the junior personnel and to guarantee high- performance levels by the department as a whole. Communication skills will also be necessary in interactions with departmental heads and managers, stakeholders, and business partners, which will guarantee proper implementation of various management strategies and procedures that, will ultimately lead to improved performance. The Director HRBP will also be required to draw regular reports, presentation, and recommendations for an array of audiences, which must be clear, concise, and unambiguous in order to be effective. They must, therefore, also be capable of tailoring messages uniquely for each audience in a manner that the audience can relate to and easily understand. Analytical Skills: The Director HRBP must also be capable of leveraging HR metrics, drawing insights from plain data and information, which will enable informed decision making, management strategy formulation, and policy formulation. They must also be able to conduct performance analyses on existent strategies, procedures, and policies, identifying areas for improvement and developing actionable and sustainable solutions where needed. Interpersonal Skills: A candidate for this position must be service-oriented, flexible and open to change, and highly organized and demonstrate strong work ethic. They must also have an ability to work on multiple simultaneous projects and meet tight deadlines, be creative and strategic thinker, work comfortably in group settings, be proactive and go beyond the call of duty, and have an ability to remain calm under pressure and in times of uncertainty, inspiring the same in their team. Leadership/People Skills: A Director HRBP has to possess exceptional leadership skills, demonstrating an ability to move a group with a unified vision and common objective, and in a common direction. They must have and an ability to convince others into following in his direction and possess an ability to build and maintain strong, trusting, and long-term relationships with others.

Competencies	Competence	Level	Competence	Level
(Refer to UCT Competency Framework)	Strategic leadership	3	Facilitating change	3
	Analytical Thinking/Problem Solving	3	Decision Making/Judgement	3
	Research & Design	3	Negotiation/Persuasion	3
	University awareness	3	Creativity/innovation	3

SCOPE OF RESPONSIBILITY

Functions responsible for	Leadership of HR Client Services
Amount and kind of supervision received	Receives minimal supervision/general direction. Contributes substantially to the planning of work programs and the review, development or modification of procedures. Deadlines and project deliverables are developed with input, plans and carries out the work. Resolves 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 the 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 and develops procedures, systems, priorities and budgets for the program concerned to more senior managers. Has leadership responsibility for staff delivering a range of technical or professional services, including other managers.
Amount and kind of supervision exercised	Oversight of all HR Business partnership units. Direct supervision of the managers of the various units.
Decisions which can be made	Makes independent, interpretive, probabilistic decisions, which require innovation or guided by precedent, legislation or budget. Makes a choice or best decision from a range of possible decisions. Determines the best use of available manpower and resources to achieve the targets agreed upon. Decides on systems and procedures, rules and regulations, programmes and interpretations not covered by existing rules.
Decisions which must be referred	Long term Strategy and high impact as it relates to UCT reputation

CONTACTS AND RELATIONSHIPS

Internal to UCT	UCT Executive, PASS staff, Academics, Senior Management; Deans; Executive Directors; HR Management; Unions, UCT Section 21 entities
External to UCT	Communities of practice, Industry counterparts; Consultants, CCMA, DHET, WCG, NHLS,

	PRINT NAME	SIGNATURE	CONTACT NO.	DATE
Position Holder				
Direct Line Manager				
HOD				
EDHR				
DVC as Portfolio head for HR				
HR Business Partner				

