

**NOTES**

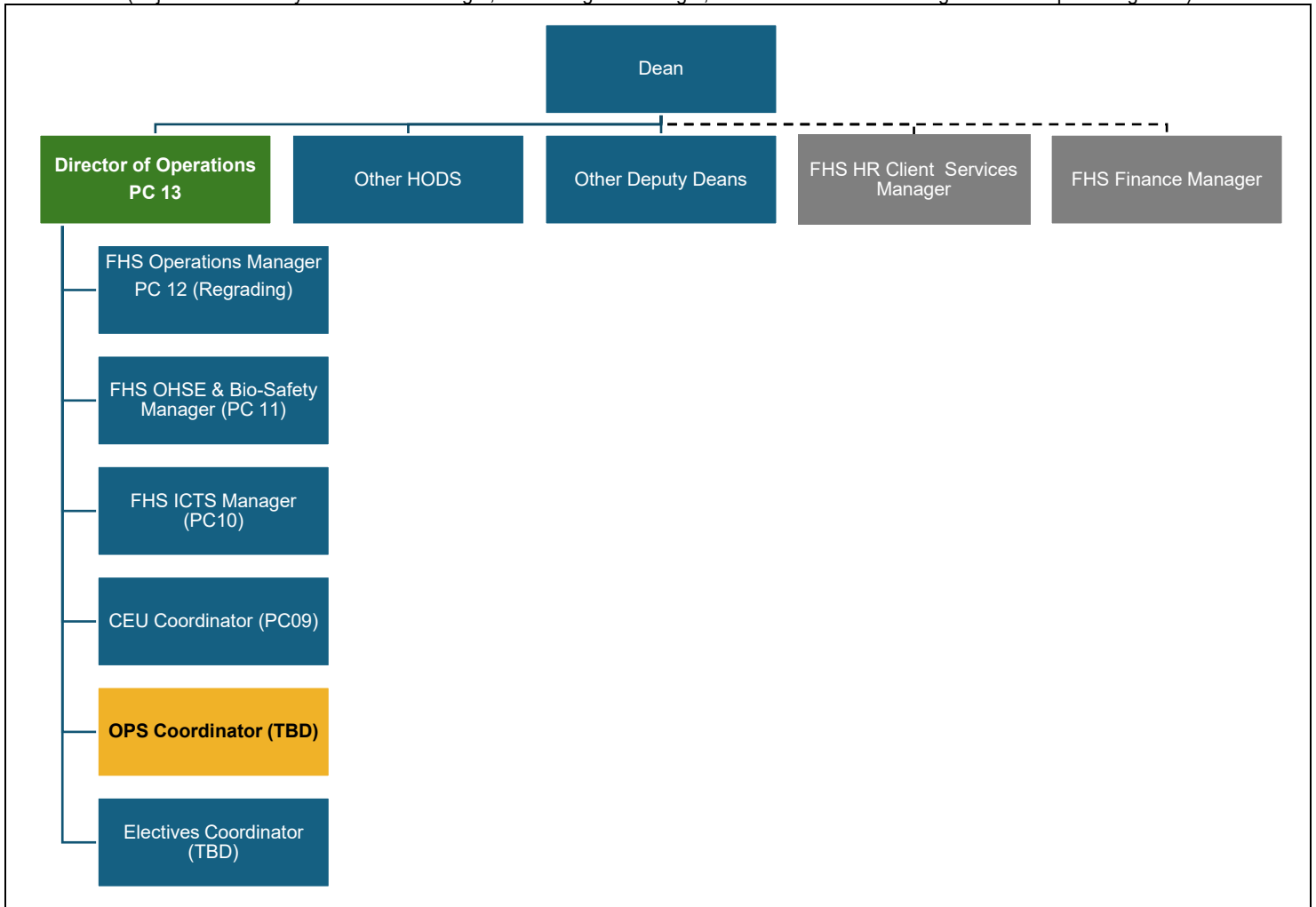
- Forms must be downloaded from the UCT website: <https://forms.uct.ac.za/forms.htm>
- This form serves as a template for the writing of position descriptions.
- A copy of this form is kept by the line manager and the position holder.

**POSITION DETAILS**

Position title	Director: Faculty Operations (Faculty Chief Operating Officer)		
Job title (HR Business Partner to provide)	Director: Faculty Operations		
Position grade (if known)	PC13 (4)	Date last graded (if known)	July 2019
Academic faculty / PASS department	Health Sciences		
Academic department / PASS unit	Deans Office		
Division / section			
Date of compilation	November 2024		

**ORGANOGRAM**

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



**Legend:**

New posts	
New proposed post	

## PURPOSE

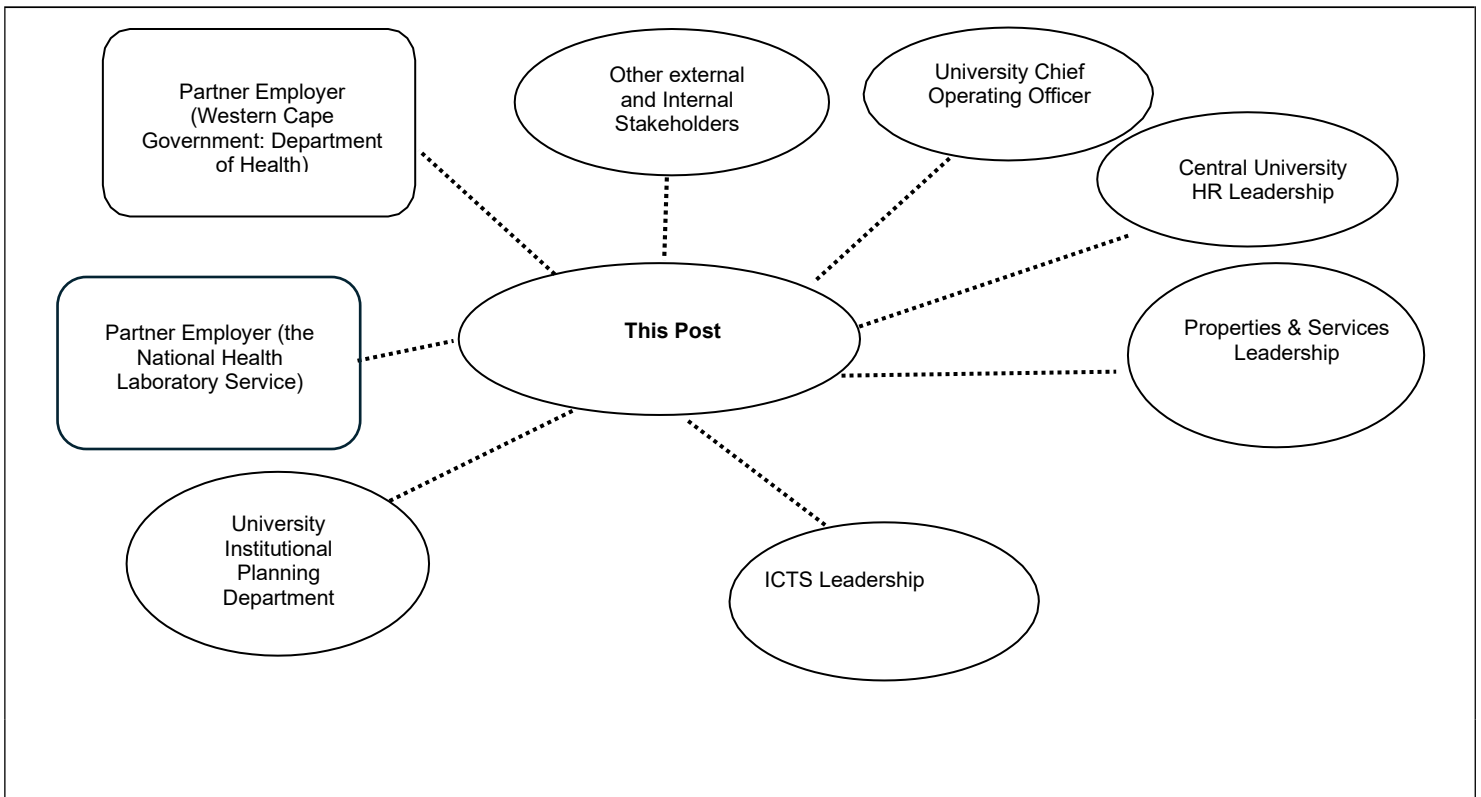
The Director: Faculty Operations is a member of the Faculty senior leadership group with both external and internal responsibilities spanning areas across the Faculty. The main purpose of this position is to provide strategic and effective leadership in the planning, management and oversight of the Faculty resources through a transformed and sustainable operation that is in line with the Faculty's vision and long term goals. This is necessary to ensure that the Faculty has the proper systems and controls in place for efficient and effective operations that are guided by sound ethical considerations and business management approaches so as to support the delivery of the Faculty's Strategy. As part of the Deanery this position contributes to the overall Faculty Strategy and the strategic direction and development of this portfolio.

The primary aim of this position is to manage operational excellence, and as such the incumbent will work in close collaboration with other portfolios within the Deanery to provide oversight for the cluster of activities related to several operational functions, including IT, Support Services (Custodial Services, Security and Safety), Operations (Venues, Transport, Maintenance, Projects, Buildings, Capex) Business Development (Electives, CPD, Short Courses), Human Resources, Occupational Health and Safety and Special Projects. The incumbent will also be expected to work closely with the Faculty Finance Manager as appropriate. The portfolio includes the line reports for the IT Manager, Operations Manager, OHS Manager, Electives and CEU Coordinators. This position reports to the Dean of the Faculty.

This position also requires collaborative working relationships with the Faculty's external partners and key stakeholders.

The scope of the Faculty operations encompasses 4564 students (2 300 undergraduate and 2264 postgraduate students), approximately 1 600 staff on UCT conditions of service (~60% on contract/research funding), 900 joint staff on Western Cape Government (WCG) conditions of service and 66 on National Health Laboratory Service (NHLS) conditions of service. The Faculty has a General Operating Budget (GOB) expenditure (budget) of R539 million rand and a research income of over R1 billion. There are 13 academic Departments with 95 Divisions, the Primary Health Care Directorate (PHC), the Institute of Infectious Disease and Molecular Medicine (IDM) and 33 other accredited research entities. The Faculty trains students in 120 healthcare facilities in the Western Cape Province.

## UNIVERSITY AND EXTERNAL STAKEHOLDER RELATIONSHIPS



**CONTENT**

<b>Key performance areas</b>		<b>% of time spent</b>	<b>Inputs</b> (Responsibilities / activities / processes/ methods used)	<b>Outputs</b> (Expected results)
1	Strategic development and oversight of Faculty resources, and integration of operations, in collaboration with the senior leadership group of the Faculty, reporting to the Dean	10%	<ul style="list-style-type: none"> <li>• Contribute to Faculty Strategy as part of the Deanery (identify Faculty priorities and resources).</li> <li>• Develop an innovative and comprehensive Deanery approved operations strategy and implementation plan to support the needs of the Faculty ensuring cohesion and optimal integration between the academic project and operations.</li> <li>• In collaboration with other members of the Deanery, develop an innovative and comprehensive Deanery approved business development strategy according to needs of the Faculty to drive sustainable growth.</li> <li>• Improved integration of the service aspects of the Faculty (Faculty Operations and Support Services, IT, HR, Infrastructure, transport etc.)</li> <li>• Effect transformation in the cluster of activities related to all operational functions.</li> </ul>	<ul style="list-style-type: none"> <li>• Identification of needs and key priority areas</li> <li>• A Deanery approved comprehensive operations and business strategy</li> <li>• An implementation plan</li> <li>• An approved Monitoring and Evaluation Framework of the strategy and implementation plan for the Faculty and documented evidence of regular reviews of the framework</li> <li>• Timeous reports to the Deanery</li> </ul>

2	Operations Management: IT, Faculty Operations, Health and Safety, Support Services and Business Development	20%	<ul style="list-style-type: none"> <li>• Accountable for Information Systems, Faculty Operations and Support Services, Occupational Health and Safety, Business Development Unit (CPD, Short Courses, Electives).</li> <li>• Executive oversight for Human Resources as Dean's designate.</li> <li>• Executive oversight for Custodial and Security Support Services provided to FHS.</li> <li>• Dean's Designate for delegated Human Resource matters.</li> <li>• Executive oversight for Finances, as determined by the Dean.</li> <li>• Lead and oversee a comprehensive Deanery approved operations plan according to needs of the faculty.</li> <li>• Develop and regularly review a comprehensive monitoring and evaluation framework for the Faculty Operations.</li> <li>• Develop a dashboard of key indicators for the Deanery and Heads of Departments to analyse trends over time and guide strategic departmental decisions and Deanery resource allocation.</li> <li>• Develop an infrastructure and maintenance plan for the Faculty in collaboration with the relevant University functional departments consistent with the University's Integrated Development Framework (IDS).</li> <li>• Provide regular progress reports in accordance with the monitoring and evaluation framework that address amongst other matters the efficiency and effectiveness of operations and business initiatives.</li> <li>• Identify new operating initiatives and opportunities.</li> <li>• Develop a Faculty Operations Continuity Plan.</li> <li>• Serves on relevant University and Faculty committees as required.</li> </ul>	<ul style="list-style-type: none"> <li>• Internal operational systems effectively managed (in liaison with UCT systems as appropriate), including, information systems, infrastructure management/support services, Business Development and HR processes</li> <li>• Faculty Finance team engaged with as appropriate</li> <li>• Efficiencies in operations</li> <li>• Professional expert advice and support</li> <li>• Cohesion between operations, business activities and the academic project.</li> <li>• Faculty Operations Continuity Plan</li> <li>• Ensure FHS systems operate to support the strategic goals of the Faculty and University</li> <li>• Best HR practice is upheld and HR risk mitigated</li> </ul>
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3	Line-management	10%	<ul style="list-style-type: none"> <li>• Responsible for ensuring effective line management of direct reports as well as creating and building productive working relationships.</li> <li>• Provide leadership, mentor and develop direct reports.</li> <li>• Ensure effective performance management in line with the University's performance management system.</li> <li>• Guides, mentors and develops people by encouraging and motivating direct reports to engage in continuous learning, and empowers them by delegating responsibility for work.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure appropriate delegation of authority for decision making by staff within portfolio</li> <li>• Staff members are empowered to take personal responsibility for their work and committed to delivering high quality work to agreed deadlines</li> <li>• Strong performance culture developed with all team members having a strong client care focus and all feel proud of the quality of work they deliver</li> <li>• Staff have clear personal goals which they own and are accountable for</li> <li>• Staff are regularly informed of best practice and are aware of any developments relating to service provision</li> <li>• Staff morale is high with retention of top performers</li> <li>• The units within the portfolio are appropriately staffed</li> </ul>
4	Non Research Related Contracts Compliance	5%	<ul style="list-style-type: none"> <li>• Oversight for managing contract creation, execution, and analysis for the purpose of maximizing financial and operational performance and minimizing risk.</li> <li>• Monitor compliance of the Faculty with established University policy and procedures.</li> <li>• Where appropriate provide guidance on contract matters to Project Managers or other operational staff.</li> <li>• Work with University Departments such as Risk Management, Finance, Legal Services &amp; Secretariat, Commercial Development and HR to ensure adherence to broader contractual policy requirements, practice and procedures.</li> <li>• As delegated by the Dean, oversight of legal agreements.</li> </ul>	<ul style="list-style-type: none"> <li>• Audit Compliance</li> <li>• Contractual obligations, outputs and metrics met</li> <li>• Contract agreements signed and managed in keeping with UCT policy in this regard</li> </ul>

5	Business Development in support of the Faculty strategy (including Management, Investments, business plans, stakeholder relations management and partnerships)	30%	<p><b>(1) Business Plans</b></p> <ul style="list-style-type: none"> <li>• Lead and oversee a comprehensive Faculty approved business plans according to needs of the Faculty. Chair the relevant committee.</li> <li>• Propose business models around new areas of growth or cost efficiency within the Faculty.</li> <li>• Review costing models within the Faculty (CTG, PG Programs etc) and make necessary recommendations to Deanery.</li> <li>• Oversight of Core Facilities Business Management with Quarterly Reporting to Deanery.</li> <li>• Work with the Dean to continue to build and sustain the collaborator and funder network.</li> </ul> <p><b>(2) Investments</b></p> <ul style="list-style-type: none"> <li>• Review the endowed investment portfolio attributed to the Faculty with Faculty Finance and ensure annual reporting to the Deanery and FHS Finance and Risk Committee on funds under-utilised.</li> </ul> <p><b>(3) Finance</b></p> <ul style="list-style-type: none"> <li>• Responsible for Charing Quarterly Finance and Risk Committees.</li> <li>• Support the Faculty Finance Manager in developing the Annual Budget and helping drive an improved culture of role responsibility and awareness in the faculty.</li> <li>• Co-ordinate, and where necessary direct the Faculty Operations to meet budgetary and other financial goals.</li> </ul> <p><b>(4) Strategy</b></p> <ul style="list-style-type: none"> <li>• In collaboration with other members of the Deanery, develop an innovative and comprehensive Faculty approved business development strategy according to needs of the Faculty to drive sustainable growth.</li> <li>• Implement the operational plan of the Faculty to meet overall organizational and financial goals of Faculty.</li> <li>• Develop and regularly review a comprehensive monitoring and evaluation framework for the Faculty Business Developments.</li> <li>• Support the Deanery to negotiate terms of reference for new non-research collaboration agreements and for potential collaborations.</li> <li>• Build and maintain relationships with key internal and external stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Review and Approval of Faculty Business Plans</li> <li>• Provide any relevant input on the Quarterly Financial Report on Continuing Operations prior to approval by the Dean</li> <li>• Provide any relevant input on the Quarterly Financial Report on Non-Continuing Operations prior to approval by the Dean</li> <li>• Conduct ongoing reviews of Faculty Core and Essential Services to continuously evaluate optimal size, scope and relevance</li> <li>• Monitor the performance of internal and external service providers</li> </ul>
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6	Business Development Unit (Merchandise, Short Courses, CPD and Electives)	5%	<ul style="list-style-type: none"> <li>• Responsible for the BDU.</li> <li>• Compliance with related Short Course Policy.</li> <li>• Quarterly reporting of the business activities to Deanery.</li> <li>• Review and approval of strategic projects funded from the BDU.</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for BDU</li> </ul>
7	Risk management	10%	<ul style="list-style-type: none"> <li>• Develop a Faculty Risk Management Strategy that is aligned to the University Risk Management Framework.</li> <li>• Responsible for identifying and documenting risks (e.g. occupational health and safety), mitigation strategies and where appropriate developing and implementing controls for core institutional processes.</li> <li>• Embed risk awareness throughout the Faculty.</li> <li>• Oversee the undertaking of risk assessments, improvement strategies and internal controls to manage and reduce identified risks.</li> <li>• To facilitate, implement and maintain mitigation strategies and systems of internal control to minimize exposure to financial, reputational, occupational health and safety risks.</li> </ul>	<ul style="list-style-type: none"> <li>• Faculty Risk Management Strategy</li> <li>• Faculty Risk Register where risks are identified, mitigated and managed</li> <li>• Develop, implement and maintain effective control reports (including operational KPIs and statistics) that clearly identify risk areas, inform and guide appropriate corrective action</li> <li>• Timeous appropriate corrective actions in place.</li> </ul>
8	Projects and Operations	10%	<ul style="list-style-type: none"> <li>• Develop, implement and monitor strategic projects and interventions in respect of this portfolio, or as designated by the Dean from time to time (e.g: Major Capex Projects, 99 Year Lease, GSH MOU, UCT Sustainability Project).</li> <li>• Project Management: <ul style="list-style-type: none"> <li>○ Major capital projects</li> <li>○ SAC and related CAPEX projects</li> </ul> </li> <li>• Other Strategic projects that align to the revised 5 Year Faculty Strategy (2025 – 2030)</li> </ul>	<ul style="list-style-type: none"> <li>• Represent the faculty on project and related committees for projects that impact the faculty</li> <li>• For identified special projects: <ul style="list-style-type: none"> <li>○ oversee and consolidate project proposals</li> <li>○ ensuring appropriate design to deliver within required specifications</li> </ul> </li> </ul>

### MINIMUM REQUIREMENTS

Minimum qualifications	<ul style="list-style-type: none"> <li>A relevant qualification at an NQF 9 level qualification or related professional equivalent.</li> </ul>			
Minimum experience/ Skills/ Knowledge	<ul style="list-style-type: none"> <li>15 years of progressive experience at senior management level within an organisation of similar complexity, with at least 5 years in a leadership role.</li> <li>Experience engaging at a senior board/governance level.</li> <li>Evidence of strategic leadership, staff management and organizational change.</li> <li>Proven track record in optimising and integrating finance, new business development, human resources, operations, facilities management, and Information and Communication Technology Services (ICTS).</li> <li>Knowledge of health and safety policies and protocols.</li> <li>Demonstrated ability to successfully lead people through business and organisational transformation and integration, whilst being able to manage a complex array of internal and external stakeholder relationships.</li> <li>An astute individual who is driven, flexible and determined, with a proven history of successful relationship building to deliver on strategic goals.</li> <li>Well-reasoned decision-making ability and outstanding skills in verbal and written communication, persuasive negotiation and extensive experience working with staff at all levels.</li> <li>Demonstrated experience in values-based leadership and the ability to operate confidently and sensitively with respect to issues of diversity, transformation and equity.</li> </ul>			
Advantages	<ul style="list-style-type: none"> <li>Broad exposure to financial and commercial operations.</li> <li>Demonstrated evidence of financial acumen at a senior level.</li> <li>At least 5 years' experience in higher education and/or the health sector would be an advantage.</li> </ul>			
Professional registration or license requirements				
Other requirements (If the position requires the handling of cash or finances, other requirements must include 'Ability to handle cash or finances'.)				
Competencies (Refer to <a href="#">UCT Competency Framework</a> )	Competence	Level	Competence	Level
	Analytical thinking / Problem solving	3	Resource management	3
	Building interpersonal relationships	3	Individual Leadership	3
	Building partnerships	3	Facilitating change	3
	People management	3	Creativity and innovation	3
	Decision-making/ Judgement	3	Impact/Influence	3
	Negotiation	3	University awareness	3
	Results focus	3	Initiating action	3
	Client-student service and support	3	Communication	3

### SCOPE OF RESPONSIBILITY

Functions responsible for	Operations Head of Department for the Faculty
Amount and kind of supervision received	Weekly check in meetings with the Dean. Largely independent and operates within the function responsibilities and delegation of authority
Amount and kind of supervision exercised	Regular check-in with reporting leads and daily engagement based on priority areas that require resolution.
Decisions which can be made	Interpretive, probabilistic decisions
Decisions which must be referred	Programming, long-term strategy, strategy execution decisions

### CONTACTS AND RELATIONSHIPS

Internal to UCT	Staff/Students
External to UCT	Partners Employers/Funders/Province/GSH/RXH