



Job Profile

JOB TITLE:
Senior Practitioner: Human Resources



JOB PROFILE REPORT

SACPCMP

JOB TITLE:
Senior Practitioner: Human Resources

APPROVALS:

Division/Department/Section: _____

Incumbent first name & surname: _____

Incumbent employee number: _____ Signature: _____ Date: _____

Manager/Supervisor name & Surname: _____ Signature: _____ Date: _____

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JOB PROFILE			
JOB TITLE: Senior Practitioner: Human Resources			
JOB PURPOSE: This TACTICAL LEVEL LEADERSHIP position in the REGULATORY PUBLIC SERVICE INDUSTRY in the built environment for the SACPCMP facilitates the human resources responsibilities with regards to the following DISCIPLINE(S) /BUSINESS PROCESS(ES) :			
LEADERSHIP: (when staff is reporting into this role)		DISCIPLINE/BUSINESS PROCESS:	
1. Horizon Planning 2. Human Capital Management 3. Financial Management 4. Corporate Governance 5. Liaison- and Change Management 6. Supplier/Customer Management 7. Continuous Leadership Development		1. Talent Management: Compensation & Reward 2. Talent Management: Recruitment & Selection 3. HR Admin & Support 4. Organisation Development 5. Employee Relations 6. Learning & Development	
ENTRY LEVEL REQUIREMENTS			
QUALIFICATIONS:	B. Degree or a combination of experience and/or education (NQF level 6) in Industrial Psychology / Human Resources Management		
YEARS OF EXPERIENCE:	6 years' experience		
LEADERSHIP EXPERIENCE:	1 – 2 years' experience in a leadership role		
GENERIC KNOWLEDGE REQUIREMENTS			
CERTIFICATIONS	STANDARDS	LEGISLATION	INDUSTRY BODIES
Valid driver's license		Employee Equity Act	
		Labour Relations Act	
		Basic Conditions of Employment Act	
ICT REQUIREMENTS			
ICT LEVEL REQUIREMENTS	PROFICIENCY	ICT BUSINESS PROCESS REQUIREMENTS	PROFICIENCY
MS-Word	Intermediate	HR Package	Master
MS-Excel	Advanced		
MS-Outlook	Advanced		

LEADERSHIP ROLE CONTENTS

Horizon Planning: *Refers to medium to long term strategic planning and translating organisational goals into business plans for implementation by all leadership levels in the organisation*

	Role Content	Activities	Measurement
Plan	Provides input into strategy of the department		
	Plans resource allocation and priorities for approved projects		
Execute	Implements functional strategy and operational plans		
	Implements approved structures (people, process, technology)		
	Manages resource allocation and cost		
	Collaborates with other organisational units to achieve objectives and results		
Monitor & Control	Analyses, assesses progress of operational plans		
	Manages mechanisms for business results measurement, aligned with HR specific plans & objectives		
	Devises corrective and preventative plans to achieve agreed objectives		
Report	Submits progress reports on tactical plan implementation, cost, progress and status		

Human Capital Management: *Refers to the management and development of staff and development of organisational talent*

	Role Content	Activities	Measurement
Plan	Participates in planning the human resource allocation, acquisition, retention and motivation within agreed People Plan priorities		
	Implements preventative- and risk mitigation short term plans for anticipated human resources needs		

Executes	"Lives" the organisation culture and values	Participating in the analysis of the role content clarification / definition of the business process in the discipline	
		Coaching and guiding employees	
		Assessing the team's competence and knowledge levels	
		Conducting staff meetings with supervisory leadership and employees	
	Leads and Manages the Team	Communicating overall strategic direction, plans and objectives and provides channels for communication	
		Assigning and instructing team members w.r.t. activities / priorities / specific roles and tasks	
		Assessing the team's competence and knowledge levels	
		Participating in the selection and recruitment process for appointing team members	
		Agreeing and discussing individual performance agreements with individual team members	
		Conducting individual development and career path discussions with team	
		Discussing and agreeing development plans for staff and providing regular feedback	
		Conducting staff meetings	
		Managing disciplinary actions	Solving grievances and following-up with team members

		Investigating and instituting corrective action / disciplinary action	
Monitor & Control	Evaluates team members' achievement of objectives and agreed priorities		
	Monitors implementation of individual development plans		
Report	Reports on resource planning vs actual		
	Interprets and reports on statistics / feedback on development progress vs. approved learning and development plan		
	Reports on skills gap analysis plans vs. actual competency levels		
	Reports on disciplinary hearings and outcomes		
	Reports grievances and results		
Financial Management: <i>Refers to the planning, monitoring, organizing, and controlling of the monetary resources of the organization</i>			
	Role Content	Activities	Measurement
Plan	Provides input into planning the department's budget		
	Participates in the planning session of the departmental / section budget		
Execute	Implements and manages allocated budget		
Monitor & Control	Checks and controls income / expenses against approved operating budget		
Report	Prepares and submits deviations from department's budget plans		
	Responds to audit queries regarding financial transactions		
Corporate Governance: <i>Refers to system of rules, practices and processes by which a company is directed and controlled</i>			
	Role Content	Activities	Measurement

Plan	-		
Execute	-		
Monitor & Control	Makes recommendations for Corporate Governance related controls and standards, systems and procedures		
Report	Provides validated information for inclusion in statutory and other reports		
	Reports any deviations from acceptable norms, approved procedures and practices		
Contracts/Customer/Supplier Management: <i>Refers to the process of identifying, acquiring and managing the products and/or resources required to meet the strategic goals of the organisation. These include physical goods as well as information, services and any other resources</i>			
	Role Content	Activities	Measurement
Plan	-		
Execute	Liaises with key stakeholders/service providers and suppliers		
	Manages ethical supplier relationships		
	Documents changes & renewals of contracts		
Monitor & Control	Monitors supplier risk		
	Monitors contractual compliance (procured contracts and provision of services by own organisation)		
Report	Reports on business metrics and data regarding outsourced services/contracts when required		
	Reports on issues/problems and concerns		
Liaison & Change Management: <i>Refers to all communication processes internally (employees & management) and externally to customers and stakeholders</i>			
	Role Content	Activities	Measurement

Plan	Collaborates with executive leadership with regard to communication and change plans		
Execute	Provides support to staff during times of change		
	Uses technology to facilitate communication		
	Implements a pleasant and enabling environment		
	Resolves conflict/issues timeously		
	Engages and consults with staff in the process of change		
	Provides training support for change initiatives & projects		
	Implements / supports the change management plan		
	Maintains sound professional and ethical relationships with all stakeholders, including internal staff		
Monitor & Control	Implements regular and structured communication mechanisms & feedback meetings		
	Resolves conflict/issues timeously		
Report	Provides feedback on the impact of change/change issues		
Continuous Leadership Development: <i>Refers to a focus on developing, coaching, mentoring and providing feedback to employees with a view to raising the bar on leadership competence and enabling succession planning within the organisation</i>			
	Role Content	Activities	Measurement
Plan	Stays abreast of Human Resources policies & procedures		
Execute	Coaches & mentors staff by providing information, setting goals and providing feedback		
Monitor & Control	Assists and provides input into staff development plans, in order to address gaps		

	and achieve leadership objectives for department		
Report	Reports on leadership development program progress and implementation, gaps and recommends action		

DISCIPLINE / BUSINESS PROCESS ROLE CONTENTS

Talent Management: Compensation & Reward			
	Role Content	Activities	Measurement
Plan	-		
Execute	Updates job profiles & facilitates job evaluation sessions with leadership and specialists / incumbents / union representatives	Confirming existing organisation structures and job profiles to prepare for the job evaluation session	
	Facilitates the compensation & reward research on market trends and best practices	Interpreting market trends through analysis and predictions Consulting & discussing trends and market movements with remuneration survey house or external remuneration consultant	
	Facilitates the process in respect of the organisation's salary structure and fringe benefits	Engaging and facilitating sessions with incumbents, union representatives and leadership on practical roll-out	
	Maintains the SAP HR system and data pertaining to remuneration, employee records, etc.	Updating records and database information	
	Managing and maintaining the Job Profile Control Sheet with grades, pay scales and job code descriptions	Preventing any changes to the Job Profile Control Sheet without it being approved by the HR Committee	
Monitor & Control	Tracks any changes made by line management on job titles, grades without approval and sign-off by the HR Committee		

Report	Compiles a report on job title changes, job evaluation (grade) changes, pay scale changes and the impact it has on the levels of remuneration and benefits to HR Committee for approval	Submitting a monthly report to HR Committee on any changes requested by line management	
	Compile a feedback report to line management on HR Committee's decisions		
Talent Management: Recruitment & Selection			
	Role Content	Activities	Measurement
Plan	Provides input into the Recruitment & Selection Plan	Staying abreast of new recruitment & selection developments in the market	
	Developing and advising on the recruitment implementation process and associated policies	Coaching and training line managers in the methodology interviewing	
Execute	Implements the recruitment & selection (R&S) plan and processes aligned with the HR policy	Receiving request to fill vacancies from leadership & interpret leadership needs aligned with policy, procedures, deadlines and priorities	
		Organising the documents necessary for staff movements including promotion and transfers	
	Resolves R&S process problems and addressing show stoppers that impact on meeting business objectives		
	Implements recruitment process / interviewing technique innovations and systems	Developing recruitment training materials for line-leadership	
	Promotes competency-based recruitment methodologies which align with approved policies	Conducting meetings and providing feedback to stakeholders on operational issues and problems	
	Trains senior leadership in the process and techniques of interviewing & the selection process		

	Facilitates job interviews for the leadership positions and / or key jobs in the organization		
Monitor & Control	Monitors legal compliance of the recruitment process with critical focus on our EE goals and EE plans		
	Monitors costs allocated to recruitment are in line with budget		
Report	Produces Workforce planning report e.g. statistics on roll-out success, ratio's, etc.		
HR Admin & Support			
	Role Content	Activities	Measurement
Plan	Implements the HR administrative policies and procedures		
Execute	Administrates the employment processes and procedures		
	Administrates the updating of policy and procedures pertaining to benefit administration e.g. housing, car, medical, loan, pension, leave, manpower statistics, government returns, etc.		
	Resolves staff queries and advises on company benefits policy e.g. pension, housing, medical aid, leave and other benefits administration related procedures.		
	Maintains and records information on SAP HR on staff compliment, people (manpower-) planning and statistics.		
	Maintains the HR system and data pertaining to human resources systems, etc. e.g. job profile database, recruitment records, personnel files		
Monitor & Control	Liaises with HR Practitioner(s) to ensure company policies and paperwork comply with current laws and requirements	Monitoring the recording of data, furnishing of reports and maintaining personnel files	

	Monitors the recording of data, furnishing of reports and maintaining personnel files	Administering, updating and maintaining the electronic and manual HR information system	
Report	-		
Organisation Development			
	Role Content	Activities	Measurement
Plan	Plans, prepares and supports GM HR in managing talent through the design, maintenance and administration of Talent Management systems		
Execute	Maintains the Organisation Structure and Divisional structures	Performing analysis, manipulation and interpretation of HR data extracted and reported thereon and matching with Job Profile Control Sheet	
	Maintains job profiles, checks that roles are well defined and clarified and that learning paths are developed	Liaising with HR Practitioner(s) and line management on changes, amendments, etc.	
	Liaises with line management on Mission Critical Positions and Mission Critical Employees	Providing input, guidance to line management on the learning and development and talent management process	
Monitor & Control	Monitoring HR data integrity in respect of organisation structure data, job titles, job profile content and remuneration pay scales	Resolving line management, staff and HR related queries on transactional HR matters	
Report	Compiles standard and ad – hoc reports as per management requirements / HR Committee requests		
Employee Relations			
	Role Content	Activities	Measurement

Plan	Provides input into the Employee Relations Plan	Liaising and reporting on Social Security Commission's compliance and employee related claims	
	Stays abreast of legislation, local best practices and aligning organisational practices accordingly	Researching market best practices in the employee relations arena e.g. disciplinary processes, CCMA procedures, Labour Court procedures, etc.	Conducted employee relations audits, identified anomalies and recommended corrective actions
Execute	Identifies skills and knowledge gaps at leadership level on the topic of employee relations and implementing competence solutions		
	Influences the HR policy on issues include working conditions, conditions of employment, performance management, equal opportunities, maternity/paternity leave, absence management and grievance procedures	Maintaining and updating all labour related policies and procedures, ensuring the enforcement and adherence of these policies by advising and monitoring management and staff	
	Implements the employee relations plan and applies the policy & procedures consistently across the organisation	Facilitating sessions with leadership, staff, unions & employer bodies to clarify and unpack problems / issues / anomalies and agreeing on a solution / way forward	
		Facilitating and providing oversight for the handling of all discipline by ensuring that all grievances and disciplinary actions are acted upon according to policies, procedures and standards.	
	Interprets and complies with industrial /employee relations legislation governing conditions of employment		
	Provide advice on employee relations policy, systems and procedures to line management.		

	Interprets and complies with industrial /employee relations legislation governing conditions of employment	Conducting disciplinary hearings with line management	
	Assesses NEEEF compliance and develops action plans for improvement		
	Develops and conducts climate monitoring surveys and advice management accordingly		
	Participates in all the industry bodies i.e. Department of Labour, Labour Court, etc.		
	Assists the GM: Human Resources in driving of HR related project work.		
Monitor & Control	Monitors that correct ER procedures are followed at hearings, performance feedback sessions, grievances, etc.		
	Monitors the employee relations agreements and closes gaps where deviations / anomalies exist		
	Monitors adherence to application of labour legislation, conditions of employment and other related industrial relations matters	Keeping accurate and complete disciplinary records and defending the Company	
Report	Reports on & recommends the employee relations policy, system and procedures to senior leadership		
	Reports on industrial relations indicators e.g. number of disputes, grievances and recommends corrective action		
Learning & Development (L&D) / Skills Development Facilitation (SDF)			
	Role Content	Activities	Measurement
Plan	Provides input into the L&D Strategy and Plan as part of the overall HR strategy	Staying abreast of L&D/SDF thought leadership developments & Liaising with professionals in the market	
	Conducts L&D needs assessment based on Strategic Resource Plan / Succession Plan /	Engaging with senior leadership in understanding their business needs	

	Performance Management feedback and Personal Development Plans (PDF)		
	Compiles L&D plan based on HR strategy to meet organisational and merSETA requirements	Planning SD Forum Meeting, annual Training Committee training & training sessions	
		Capturing all Performance Appraisal information for all employees and prioritise according to organisational and merSETA requirements.	
		Identifying core & supporting competencies needed to meet business goals and strategies	
		Consulting with EE Training Committee and obtaining Management approval.	
		Compiling and distributing T&D plan to Managers to initiate and implement training interventions as recorded in the WSP.	
		Provides the costing structure of all L&D interventions	
	Plans submission of Mandatory/Discretionary Grants & submits application	Capturing online on the merSETA SMS (Seta Management System) the required format of all records	QA training implementation
Execute	Implements the Learning & Development plan aligned with the HR policy and overall business need	Engaging with senior leadership in roll-out and achievement of business objectives through learning & development initiatives	
		Interpreting leadership needs aligned with deadlines and business priorities	
		Planning & scheduling annual Training Committee training	SDF-Labour attended critical courses to facilitate the process

		Participating in the regional industry alliance Skills Development Forum	
	Identifies advanced Learning & Development materials for HR Practitioner(s) and leadership	Implementing appropriate & relevant L&D practices in the organisation based on best practices and national standards Demonstrating ability to perform curriculum mapping and evaluates suitability of assessment design	
	Maintains a training interventions and programmes database on L&D system	Identifying employees to be trained / developed / coached & obtaining approval from leadership Consulting leadership for employees to be developed in leadership / business management Consulting own Learning & Development data base and list potential employees	
Monitor & Control	Monitors implementation of L&D strategy and closes gaps where it deviates from approved plan		
	Controls the quality of L&D programmes according to the required standard in the market		
	Determines and ensure that SARS/SETA requirements are met and aligned with BBBEE (Mandatory Grant requirements)	Attending merSETA & SEIFSA workshops where the requirements are explained i.e. submission, changes to SETA Grant Regulations, etc.	Approved criteria for learning programmes in the BBBEE scorecard
Report	Produces L&D report to executive on achievement of L&D plan e.g. statistics on roll-out success, ratio's, etc.		

	Compiles Learning & Development strategic initiatives report to track progress and organisational success		
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COMPETENCIES FOR THE TACTICAL LEVEL			
<i>Relationship Management</i>	<i>Communication</i>	<i>Decision Making</i>	<i>Work Management</i>
Mentoring: The ability to create an environment conducive to the development of others' knowledge and skills so that their potential is reached.	Change Management: The ability to understand the impact of change on people and to use techniques and personal interaction and style to support people through periods of transformation and adjustment	Conceptual Thinking: The ability to understand and consider the wider context (big picture) relating to actions and decisions and to recognise how one's own actions & decisions fit into this wider picture	Quality Management: The understanding of quality principles across the organisation/discipline and the ability to put into effect adherence to rules, regulations and standards
			Tactical Planning: The ability to understand the strategic plan of an organisation and to translate concepts and policies into practice
			Standards & Legislative Compliance: Possessing the knowledge of industry standards and how to apply standards/benchmarks/legislation and protocols in the business process