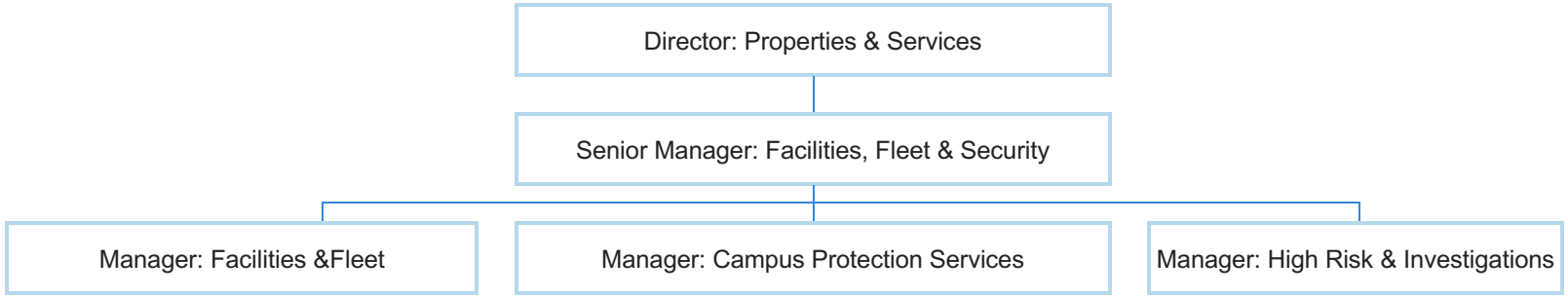
JOB PROFILE	University of Fort Hare *Together in Excellence*	

SECTION A: JOB DETAILS

JOB TITLE	Senior Manager: Facilities, Fleet & Security
POST CODE	PS32
COMPILATION DATE	02 February 2025
LAST REVIEW DATE	17 February 2025
JOB STATUS (NEW/EXISTING)	
PEROMNES GRADE	2005
DATE OF JOB EVALUATION	
DIVISION	Infrastructure and Technology
ACADEMIC FACULTY/SUPPORT DEPARTMENT	Properties and Services
CAMPUS	All Campuses (East London, Alice, Bisho)
NAME OF JOB HOLDER	

SECTION B: ORGANOGRAM



SECTION C: PURPOSE

To lead the institution's facilities, transport & security functions which include Environment, Grounds & Estate Management, Transportation Services Management, Campus Security Services Management & High Risk & Investigations

SECTION D: KEY RESULT AREAS

KEY RESULT AREAS (Areas of outcomes or outputs for which the role is responsible)	**% weight**	**RESPONSIBILITIES / ACCOUNTABILITIES** (What is done)	**ACTIVITIES/TASKS** (How it is done)	**KEY PERFORMANCE INIDICATORS/RESULTS** (A quantifiable measure used to evaluate the success of an employee in meeting performance objectives) (Timeframe, quality, quantity, productivity, financial, cost effectiveness)
1. Leads the Facilities, Transport & Security functions		Provides input & insights as member of the leadership team		
		Guides development & review of relevant policies & procedures of own portfolio		
		Sets goals, objectives & priorities aligned with strategy for portfolio		
		Translates strategic goals into tactical & operational plans for this portfolio		
		Leads the human resources team & other resources as per structure		
		Devises corrective action plans to address unit's performance deviations		
		Monitors portfolio KPI achievement & institute corrective action		
2. Organisational Unit Staff Management		Communicates strategy, plans & strategic objectives with team		

		Plans HR allocation, acquisition, retention & motivation based on Resource Plan	Collaborating with HR leadership on resource planning processes	
		Engages in selection & recruitment processes of own portfolio		
		Assesses team's competence & knowledge levels aligned with HR interventions		
		Discusses individual employment contracts with HR Leadership & staff		
		Manages staff performance using the Performance Management System		
		Manages own portfolio's disciplinary process in conjunction with HR		
3. Financial Planning & Budgeting		Plans & prepares for the budget process for own portfolio		
		Implements & manages financial management protocols & prescripts		
		Manages & monitors budget expenditure within the portfolio		
		Manages resources economically & prevents unauthorised, wasteful expenditure		
		Monitors management, maintenance & safekeeping of financial & other assets		
		Provides standard monthly financial reports		
4. Leads the Estate Management Strategic Plan		Aligns estate management strategic plans with institution's strategic estate and sustainability (environmental- & greening) goals	Collaborating on recreational areas & sports facilities requirements	
		Drafts the institutional estate management long-term strategic plan	Addressing financial sustainability of aging infrastructure Optimising estate efficiencies & space management Proposing innovative estate management projects to address campus upkeep and image Proposing & gaining approval for an estate management audit plan Investigating innovative technologies, systems, integration of implementation costs	
			Aligning priorities & budgets	
5. Environment, Grounds & Estate Management		Aligns strategic plans with institution's strategic quality of student life goals		
		Plans strategy for maintaining Environment & Grounds		
		Recommends environmental changes to accommodate physically challenged individuals	Collaborating with the Director : Property & Services	
		Recommends plans for the maintenance of fencing & institutional entrances		
		Recommends the allocation of approved parking areas		
		Proposes new environment & grounds projects & gains approval		

		Stays abreast of cleaning & sanitation requirements		
		Recommends the appointment of cleaning & sanitation service providers		
		Leads the landscaping, horticultural & environmental goals of the institution	Collaborating with landscaping, horticultural & environmental professionals Planning & maintaining pathways foe disabled persons Approving maintenance planning for external environments Obtaining expert horticultural knowledge Allocating resources for the maintenance of external environments Monitoring the maintenance of the irrigation systems	
		Monitors the application of water efficiencies management and saving techniques		
		Monitors construction standards applied in external environment e.g., gradients,		
		Monitors water usage for external environments		
		Monitors the safety of walkways & paved areas		
		Monitors quality of work executed internally / external service providers		
		Conducts spot-checks for safety, neatness & waste disposal		
		Monitors that cleaning & sanitation service provision is executed to agreement		
		Conducts regular spot checks for cleanliness & neatness of buildings & environment		
		Reports on goal achievement & project progress		
6. Transportation Services Management		Aligns strategic plans with institution's strategic transportation-related goals		
		Plans strategy for transportation services	Obtaining approval for strategy & plans	
		Proposes transportation improvements & gains approval		
		Plans strategies for improving transportation efficiencies		
		Investigates & integrates new transport models & management technologies	Enhancing efficient & effective provision of transport services	
		Leads the transportation roll-out plan		
		Monitors compliance requirements in relation to transportation services	Conducting spot-checks on service delivery & quality	
		Reports on transportation goal achievement & project progress		

7. Campus Security & Safety Management		Aligns strategic plans with institution's strategic security & safety goals		
		Plans strategy for maintaining & sustaining the Security Services	Obtaining approval for security & safety plans from senior leadership	
		Leads the investigations & integration of new security technologies	Enhancing efficient & effective management of security systems	
		Stays abreast of security industry legislation		
		Leads the security & control room operations	Providing feedback on incidents / issues / risks impacting image/reputation Monitoring the dress code as per approved uniform standards per unit Addressing operational issues, taking action& resolving security-based problems	
		Secures community & facilities' security & safety	Monitoring performance of contractual security staff Monitoring traffic coordination according to requirements & requests Monitoring control room operations & electronic systems functionality Monitoring access control technology, intruder & fire, gas, door technology Monitoring radio's/PA/intercom systems, vehicle tracker, electronic info boards Monitoring surveillance cameras & monitoring equipment Overseeing that all the buildings are locked and unlocked as required Monitoring when venues are booked Monitoring the reporting process of all after hour staff who are still in buildings to the control centre	
		Assessing, planning & identifying security risks during special events	Monitoring safety during VIP's visits, sports events & at residences	
		Leads the development of crime prevention initiatives & awareness partnerships	Reviewing of crime patterns received from research conducted Gathering of information & development of proof-documentation Identifying awareness initiatives to combat crime	

			Building partnerships with stakeholders Overseeing the planning, organising & execution of prevention initiatives Securing safety during open days, registration, examinations, orientation days Promoting stakeholder participation in risk control matters	
		Leads the safety & security risk plan	Conducting safety and security assessments and audits from time to time Identifying, evaluating, planning & implementation of Risk control programmes Reporting security risk on to the Safety Health & Environmental Comm of Councill Collaborating with leadership of Fire Services & Safety Health & Environ Affairs	
		Plans for emergencies, compiles & exercises emergency action procedures		
		Monitors compliance requirements in relation to the safety & security services	Conducting spot-checks for safety & security	
8. Investigations Management		Stays abreast with institutional priorities/imperatives		
		Stays abreast with best practice investigative methods/procedure		
		Stays abreast with confidentiality laws		
		Stays abreast with institutional risk strategies		
		Leads institutional high-risk investigations	Managing the whistle-blower programme Protecting the confidentiality of whistleblowers Evaluating the need for investigation based on initiating event Establishing the extent/scope/depth of investigation required Defining the objectives of investigations Establishing the need for external experts/service providers Establishing key issues/requirements/needs Assigning resources to investigations Gaining approvals for investigation plans Identifying investigation risks Establishing the requirements for evidence	

			Conducting preliminary interviews (if required) Overseeing the execution of investigations	
		Collaborates with appropriate internal stakeholders		
		Collaborates with governmental agencies		
		Maintains a prioritised portfolio of investigations		
		Evaluates the quality of evidence submitted & prepared	Examining evidence for accuracy/defensibility Evaluating cross references Evaluating sources of evidence Evaluating the quality of reporting Evaluating compliance to legal aspects Evaluating external service provision Providing feedback to investigating officers Managing timelines according to plan Monitoring goal achievement	
		Monitors the quality/confidentiality of documents		
		Leads the safety & security process of investigative staff		
		Reviews investigation reports		
		Drafts summaries for presentation to stakeholders		
		Presents findings		

SECTION E: MINIMUM REQUIREMENTS

QUALIFICATION	Honours degree in Facilities & Estate Management or equivalent(NQF 8) Master's degree advantageous
MINIMUM TOTAL YEARS EXPERIENCE	8
EXPERIENCE (TYPE & YEARS)	8 Years related experience of which 3 years in a leadership position overseeing any of the following: Facilities & Estate Management
KNOWLEDGE	
PROFESSIONAL REGISTRATIONS OR LICENSE REQUIREMENTS	
OTHER	

SECTION F: SCOPE OF RESPONSIBILITY

AMOUNT AND KIND OF SUPERVISION RECEIVED • **What is the job classification and working title of the supervisor? How, and to what extent is the employee's work checked?)** ***Do note that there is a difference between initial or special training and ongoing supervision.***	
AMOUNT AND KIND OF SUPERVISION EXERCISED • **List the job classification and working titles of those directly trained and/or supervised by this person.** ***Explain how, and to what extent, the work of others is checked by the employee.***	
DECISIONS WHICH CAN BE MADE • **Level of autonomy and decision-making authority the employee has within their role**	
DECISIONS WHICH MUST BE REFERRED • **What are the specific types of decisions or situations where the employee is not authorized to act independently and must seek guidance or approval from their manager before proceeding.**	

SECTION G: CONTACTS

INTERNAL TO UFH **Indicate the INTERNAL contacts**	Students, Staff & other internal stakeholders
EXTERNAL TO UFH **Indicate the EXTERNAL contacts**	

SECTION H: COMPETENCIES FOR THIS LEVEL (AS PER UFH COMPETENCY FRAMEWORK)

COMPETENCIES (AS PER UFH COMPETENCY FRAMEWORK)	**COMPETENCY**	**PERFORMANCE INDICATOR**
	Leadership Competencies	
	BUSINESS ACUMEN The achievement of excellence in a field of expertise or industry, supported by a proven track record and experience and applying this in all aspects of business, to foresee pitfalls & manage acceptable risk	Can consider/propose options & alternative to complex problems Is able to analyse, process & synthesise complex issues & problems Is abreast with developments in their field of expertise Is comfortable with ambiguity & uncertainty Has a proven track record of achievements

		Has insight into key issues, trends & innovations in field of expertise
		Is able to think conceptually & see the big picture
		Can take calculated risks
		Takes responsibility for actions/decisions
		Can think on his/her feet
	CHANGE LEADERSHIP The ability to lead an institution/institutional division through change and new direction without losing effectiveness	Communicates reasons for change clearly, continuously, and effectively
		Engages key staff to drive the change
		Decisions made do not conflict with the new direction
		Leads by example and is totally committed to the change
		Is firm in setting direction and does not waver
		Communicates a consistent message
		Makes changes in a reasonable time frame, so that staff are not over-burdened
		Manages problems and resolves tactical implementation issues pertaining to the change
		Implements interim plans (if relevant) in order to make the transition
		Sets reasonable expectations
		Monitors implementation progress
		Consistently applies positive pressure in affecting cultural change
		Facilitates change by appointing change agents to assist with the transition
	CRITICAL THINKING The ability to make decisions based on analysis of information presented from all angles in the face of ambiguous, uncertain, or conflicting situation	Can think creatively
		Asks for additional input or expertise when required
		Is open to the eventuality that there may be more than one answer to a problem
		Has the ability to predict opportunities, problems & solutions
		Actively listens & interprets input or alternatives
		Seeks knowledge & insight in problem resolution
		Can gather, analyse & sort complex data & information and draw sound conclusions
		Requests additional reporting data to underpin decision making
		Can trouble shoot solutions to problems
		Applies knowledge & expertise in interpreting information, documents, reports
		Knows from experience which questions to ask
		Is deliberate in thinking process, removes personal bias & pre-conceived ideas
	PARTNERING Seeking and building strategic alliances and collaborative arrangements through partnerships and/or networks to advance the objectives of the organization	Values, goals & objectives are well-defined before entering into an agreement
		Metrics & measurements are in place to monitor partnering goal achievement
		Builds & maintains trust
		Facilitates a collaborative environment

		Partnership agreement is well communicated internally
		Problem areas & conflict is resolved
		Mutually beneficial value is created by both parties
		Communication is continuous & clear
		Partnership risks are analysed & risk mitigation strategies are put in place
	Functional Competencies	
	INFRASTRUCTURE LIVING & LEARNING GOAL ACHIEVEMENT The ability to build & maintain a built environment conducive to safe & secure living & learning for both staff & students in achievement of institutional infrastructure goals	The ability to roll-out long term planned maintenance strategies for the built environment
		Risk plans are in place for aging infrastructure (i.e. budgets for upgrades, etc)
		Health & Safety Awareness programs are in place
		The image projected by the institutional built environment is positive, attractive & safe
		Financial procurement policy & procedures are strictly adhered to for infrastructure projects/initiatives & tenders
		Health & Safety training for SHE representatives is in place in case of disaster/major events/incidents
		Health, Safety & Environmental concerns are considered priority
		The ability to implement green, cost-effective technologies in the built environment
		The ability to provide long term plans in the provision of a safe & fit-for-purpose built environment
		The ability to balance financial priorities for infrastructure investment
		The ability to govern built infrastructure to preserve the unique heritage of the institution
	STUDENT RISK MANAGEMENT The ability to understand negative consequences and threats and to manage decisions/business processes in order to negate/minimise student risks	Is knowledgeable & aware of factors impacting student safety & wellness
		Implements risk mitigation projects/strategies
		Collaborates with other institutional divisions/functions regarding risk mitigation plans
		Continually improves student life processes by eliminating risks
		Possesses strong analytical & communication skills
		Evaluates channels of communication/ service provision
		Monitors metrics relating to risk plans/actions
		Trains subordinates in the determination of risk (physical risk, safety risk, health risk)
VALUES	ACCOUNTABILITY	Sets realistic targets for the team in line with the overall strategy; ensures the availability of resources & support needed by staff to achieve results
		Creates and promotes a results-based management culture that is focused on the achievement outputs

		Establishes systems and processes to monitor and evaluate progress and ensures that the required resources are made available;
		Obtains feedback from a wide range of sources to evaluate the function's performance
		Benchmarks performance against industry to assess portfolio performance
		Is recognised for own expertise in specific functional, professional, or technical field, e.g. publications and other methods for building reputation
		Personally, feeds back on functional performance to the team and involves others in determining how to address issues
		Stays focused on the task in hand; delivers to the required standards & timescales in line with agreed commitments and obligations
		Complies with the University's regulations and rules
		Assumes accountability for deadline adherence
		Assumes accountability for regulatory-, policy- & quality standards adherence
	EQUITY	Eliminates bias in dealing with colleagues/students & staff
		Equity & fair treatment is applied to all
		Opportunities are provided on a fair & equitable basis
		Eliminates bias in decision making, performance rating & general conduct
		Provides support to staff & students lacking resources to access opportunities
	EXCELLENCE	Is accountable for actions taken and ensures that they are in full compliance with the University's regulations and rules
		Takes responsibility for own career progression & growth
		Builds the confidence of others to succeed either in their own capacity, or in the future success of their team, unit, department
		Shares knowledge with others
		Provides guidance & coaching to others
		Is committed to the achievement of the institution's goals
	INCLUSIVITY	Strives to recognise & eliminate prejudice
		Takes diversity into account in management practices
		Values the contribution of diverse individuals in the team
		Facilitates dialogue to create common understanding
		Monitors representation of diverse groupings in the institution
		Puts processes in place for ongoing reflection & improvement
	INTEGRITY	Adheres to strong moral and ethical principles consistently, regardless of circumstances or personal gain
		Takes responsibility for mistakes
		Acts with openness & transparency
		Stands firm on values & integrity, even in the face of opposition or adversity

	PROFESSIONALISM	Protects the institution's reputation, image & standing nationally & internationally
		Demonstrates clear, professional, and respectful communications in all interactions
	RESPECT	Considers the situation of others & displays empathy
		Actively listens to the issues/problem statements of others to glean insight & understanding
		Treats all colleagues with respect, regardless of seniority
	SERVICE CULTURE	Consistently complies with set goals, values & behaviours set for service excellence
		Sets clear definitions & expectations for service goals & objectives in own area
		Measures & monitors the effectiveness of service
		Leads by example in leadership style by demonstrating integrity, decision making, functional excellence & exemplary problem/ issue resolution
		Institutes corrective action for non-compliance to regulations, policies & rules
		Leads by example
		Gives recognition for compliance & consistent excellent service
	SOCIAL JUSTICE	Education/information dissemination is in place to impart principles of social justice
		Assumes responsibility of applying the principles of social justice in the interaction with others
		Decision-making opens access for disadvantaged persons (either students or staff)
		Behaves professionally & courteously
		Takes constructive corrective action for non-compliance to principles
		Acts consistently to bring about institutional change
	STUDENT CENTEREDNESS	Proactively improves processes to negate recurring issues
		Sets formal communication channels in place
		Participates in decision making that facilitates student-centred processes, systems & information provision
		Obtains feedback from students on service provision/issue resolution
		Sets formal measurement of student satisfaction metrics in place
		Follows-up in the resolution of complex issues
		Monitors the correctness of information provided to students
		Resolves conflict in a positive manner
		Devolves service excellence goals for functional area

SECTION I: JOB DESCRIPTION/JOB PROFILE

I, the post holder of this Job Profile, declare that I have read and understood the contents of this Job Profile. Furthermore, I agree to carry out any reasonable unspecified tasks related to this position and to carry out my duties with due diligence and care, paying attention to health, safety, quality, and regulatory requirements relevant to my position.			
AGREED BY			
	PRINT NAME	**SIGNATURE**	**DATE**
POSITION HOLDER			
DIRECT LINE MANAGER / SUPERVISOR			
OD MANAGER			