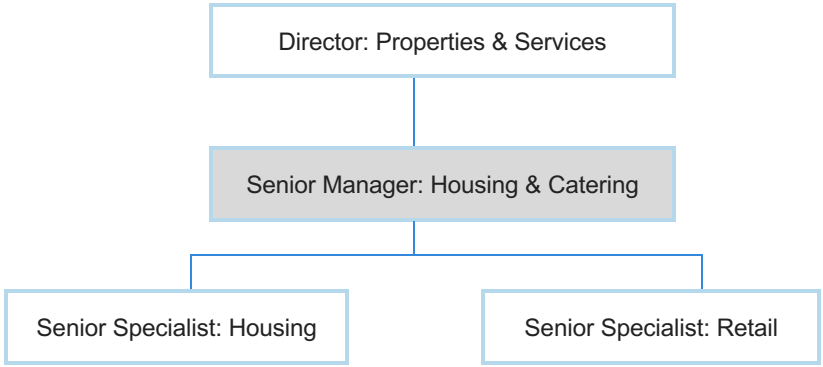
JOB PROFILE		

SECTION A: JOB DETAILS

JOB TITLE	Senior Manager: Revenue Generation
POST CODE	**PS81**
COMPILATION DATE	11 February 2025
LAST REVIEW DATE	12 February 2024 & 17 February 2025
JOB STATUS (NEW/EXISTING)	
PEROMNES GRADE	
DATE OF JOB EVALUATION	
DIVISION	Infrastructure and Technology
ACADEMIC FACULTY/SUPPORT DEPARTMENT	Properties and Services
CAMPUS	**All campuses**
NAME OF JOB HOLDER	

SECTION B: ORGANOGRAM



SECTION C: PURPOSE

This senior leadership position requires an experienced senior leader with sound business acumen, who is accountable for general management for 3rd stream income relating to housing & catering functions for staff and guests of the University of Fort Hare (all locations), comprising:

- Growing/incubating new business for 3rd stream income for the provision of staff housing & guest accommodation
- Management of contracts & quality of service provision by service providers for housing
- Management of catering services within the context of staff/guest accommodation
- Sound oversight of all operational aspects of accommodation provision for staff/guests
- Sound financial management & reporting of revenue generated by housing & catering services
- Actively seeking to increase revenue streams through housing & catering services for the university

SECTION D: KEY RESULT AREAS

Refer below

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 Revenue Generating Services for Housing & Catering for the University of Fort Hare		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 general management of staff & guest Housing & Catering services and revenue generation unit		Stays abreast with legislation governing the hospitality industry		
		Stays abreast with institutional goals for income generation		
		Sets policies & rules for staff & guest accommodation & catering		
		Assumes accountability for Housing & Catering services for staff & guests of the institution	Proposing strategies for revenue generation relating to staff and other housing/catering services	
			Preparing pricing models, considering housing maintenance, running and optimising costs	
			Submitting annual plans & budgets for approval	
			Considering requirements for disabled individuals	
			Providing input into new capital projects and upgrades to existing infrastructure to be used for housing purposes	
			Gaining approval for plans & budgets from governance committees	
		Provides detailed input into the operational plans for housing & catering contracts	Participating in tender/contract award process	
		Monitors cleaning services		
		Monitors catering services		
		Monitors efficiency of booking services		
		Monitors stock control		
		Implements communication channels for guest communication (e.g. web sites etc)		
		Executes strict financial management for all aspects of housing & catering	Implementing sound financial procedures & controls in accordance with institutional financial policies	
			Complies with audit procedures	
			Oversees the financial process for payments, administration of paperwork & systems updates (financial administration)	
			Oversees the leasing process	
		Assumes accountability for all assets & stock items relating to housing	Overseeing asset register updates (fixed & movable furniture assets)	
			Oversees inventory for all units under management	

			Oversees linen and laundry stock (where applicable)	
			Oversees kitchen stock (crockery etc) where applicable	
			Monitors consumable stock (e.g. toilet rolls, hospitality packs, etc)	
			Approves Purchase orders for replacement	
		Monitors & complies all Acts relating to the Hospitality industry (SHE, Immigration laws, POPI Act, Food safety, Alcohol & beverages)		
		Oversees and monitors image/environment for staff & guest accommodation which meet institutional living & learning goals (maintenance)		
		Collaborates closely with internal stakeholders		
		Resolves complex queries & complaints		
		Drafts financial reports for feedback to governance committees (planned vs actual)		
5. Contract & Service Provider management for institutional housing leases		Stays abreast of policies & procedures relating to housing & leases	Complying with institutional procurement policy & procedures	
			Evaluating contract service levels according to agreements	
			Evaluating catering services for quality, food safety adherence	
			Monitoring waste disposal services	
			Taking corrective action on non-compliance	

SECTION E: MINIMUM REQUIREMENTS

QUALIFICATION	Honours.Comm Degree in Finance, NQF 8 MBA an added advantage
MINIMUM TOTAL YEARS EXPERIENCE	8
EXPERIENCE (TYPE & YEARS)	4 years leadership experience Experience in Hotel/Hospitality management or Estate/Property Management an added advantage
KNOWLEDGE	Food safety regulation OSHA Act
PROFESSIONAL REGISTRATIONS OR LICENSE REQUIREMENTS	

OTHER	Sound business acumen

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**	
EXTERNAL TO UFH **Indicate the EXTERNAL contacts**	

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

COMPETENCIES (AS PER UFH	**COMPETENCY**	**PERFORMANCE INDICATOR**
	Leadership Competencies	

COMPETENCY FRAMEWORK)	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	
	FINANCE STANDARDS & LEGISLATIVE COMPLIANCE Possessing the knowledge of Finance standards & Generally Accepted Accounting Principles (GAAP) and how to apply standards/benchmarks/legislation and protocols in the business process	Tracks & monitors implemented changes to legislation/rules & standards in processes & systems
		Understands circumstances leading to exceptions
		Is considered a subject matter expert
	FINANCIAL INFORMATION ANALYSIS The ability to interpret financial information and to draw sound conclusions. Possesses insight to know when information is incomplete, inaccurate or skewed	The ability to present & report information at the correct level of detail
		The ability to extract & compare data across different sources
		The ability to analyse information & determine gaps & exceptions
		High MS Excel proficiency (Vlookups, Pivot tables, Macros)
		The ability to identify cause-and-effect relationships
		Can analyse trends
		Can perform accurate forecasting
	FINANCIAL RISK MANAGEMENT The ability to understand negative consequences and threats and to manage decisions/business processes to negate/minimise business risk	The ability to identify Risk factors
		Risk factors influence decision making
		Ability to interpret the impact of risk & respond accordingly
		Ability to evaluate risk mitigating actions
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			