



JOB DESCRIPTION

(REFER JOB EVALUATION POLICY HRG/47)

NB:

- To be completed in conjunction with Form 1 – Request for Job Evaluation and Grading (See HRG/47).
- Please also ensure that the Appendix – Part 7 – Authority is signed in accordance with the Guidelines.
- Please read the Guidelines for Compiling a Job Description before completing this form.
- This job description is subject to change depending on operational, financial, strategic and other needs of the University.
- Existing jobs will only be re-evaluated if there are significant changes of a long term nature from date of last evaluation.
- The duties listed herein are NOT intended to be an exhaustive list and the incumbent is expected to perform other related duties incidental to the work described in this document.

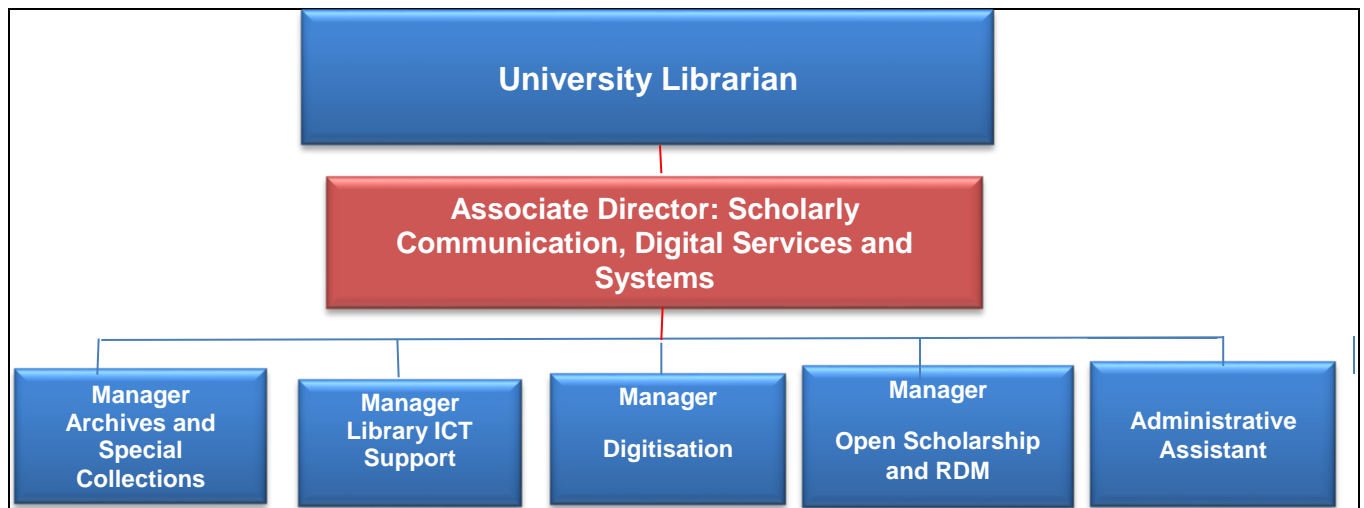
1. POSITION DETAILS

| | | | |
|---|--|------|--------------------|
| Position/Job Title (<i>current title</i> <i>e.g. Business Manager</i>) | Associate Director: Scholarly Communication, Digital Services and Systems | | |
| Status of Post (<i>tick</i>) | New Post | √ | Re-evaluation |
| Job Grade (<i>current grade</i>) | AD05 | | |
| Faculty /Division | DVC: Research & Innovation | | |
| School/Department | Libraries | | |
| Nature of Post | Permanent | √ | Temporary |
| | Support | √ | Academic Related |
| Percentage Appointment <i>e.g. 100%</i> | 100% | 100% | Other (Specify) |
| Date of Compilation | 10 November 2022 | | |
| Direct Line Manager(Post Title) | University Librarian | | |
| Direct Subordinates (List post titles) | Manager: Archives and Special Collections Manager: Digitisation Manager: Library ICT Support Manager: Open Scholarship and RDM (Repositories, Data Management) Administrative Assistant (1x) | | |
| FOR OFFICE USE | | | |

| | |
|--|---|
| Position/Job Title(after evaluation) | Associate Director: Scholarly Communication, Digital Services and Systems (graded externally by Deloitte) |
| Date of 1 st grading and result | AD05 8 December 2022 |
| Date of 2 nd grading and result | |
| Date of 3 rd grading and result | |

2. ORGANOGRAM

- The organogram **MUST** be completed in order for job evaluation to proceed
- The organogram must show the reporting lines of authority for this post.
- Complete the organogram in a way that shows the line manager, the peers and the staff that report to this post.
- Show up to a maximum of 4 hierarchical levels. Highlight or shade the reporting line applicable to the incumbent.



3. MAIN PURPOSE OF THE POST

The main purpose of this position/job is:

To formulate and execute the plans of the Directorate that includes Open Scholarship, Copyright, Repositories, Research Data Management, Research Commons and Postgraduate Support, Archives and Special Collections; MakerSpaces, ICT Support in line with the Wits Strategy in support of the academic project.

4. MINIMUM /ESSENTIAL REQUIREMENTS

| Required Academic Qualification/s | NQF(if applicable) |
|---|--|
| Master's Degree and registration with relevant professional body where applicable | 9 |
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| Required Years of Work Related Experience | Minimum 10 years of relevant academic or research library work experience with a minimum of 5 years in a management role |

5. DESIRABLE REQUIREMENTS

| Academic Qualification/s | NQF(if applicable) |
|---|--|
| | Management Qualification Project Management Qualification |
| | Relevant Doctoral Degree |
| Years of Work Related Experience | Proven experience in supporting academic programme of the university Proven leadership in a multi-cultural environment Proven track record of innovation, creativity and independent judgement Demonstrated ability to initiate, plan and implement complex projects Proven experience in supporting/managing libraries in multiple physical locations |
| Competencies(Knowledge, Skills and Behaviors) | |

Behavioural and Managerial:

- **Leading and deciding**-takes control and exercises leadership. Initiates action gives direction and takes responsibility.
- **Creating and conceptualising**- works well in situations requiring openness to new ideas and experiences. Seeks out learning opportunities. Handles situations and problems with innovation and creativity. Thinks broadly and strategically. Supports and drives organisational change.
- **Adapting and coping**- adapts and responds well to change. Manages pressure effectively and copes well with setbacks.
- **Supporting and co-operating**- supports others and shows respect and positive regard for them in social situations. Puts people first, working effectively with individuals and teams, clients and staff. Behaves consistently with clear personal values which complement those of the organisation
- **Interacting and presenting**- communicates and networks effectively. Successfully persuades and influences others. Relates to others in a confident and relaxed manner.
- **Enterprising and performing**- focuses on results and achieving personal work objectives. Works best when work is related closely to results and the impact of personal efforts is obvious. Shows an understanding of business, commerce and finance. Seeks opportunities for self-development and career advancement.
- **Organising and executing**- plans ahead and works in a systematic and organised way. Follows directions and procedures. Focuses on customer satisfaction and delivers a quality service or product to the agreed standards.
- **Analysing and interpreting**- shows evidence of clear analytical thinking. Gets to the heart of complex problems and issues. Applies own expertise effectively. Quickly takes on new technology. Communicates well in writing.

Technical Competencies

- Technology savvy
- Corporate governance
- Department of Higher Education and Training (DHET) regulations and other relevant legislation
- Management principles, methodologies and tools
- Problem solving and root cause identification skills
- Acute business acumen and understanding of organizational issues and challenges
- Project management approaches, tools and phases of the project lifecycle
- Policy development and implementation
- Knowledge and understanding of the Library business (including library systems)

Liaison Skills

Internal:

- Members of Senate and its committees
- Deans and Deputy/ Vice Deans of Faculty, HoDs
 - Stakeholder: Relevant support departments at Wits (ICT, Department of Facilities)
 - Nature of relationship: Influence their service delivery
 - Sphere of influence: Impact two or more departments/Faculties
 - Stakeholder: Relevant support departments at Wits
 - Nature of relationship: Provide and receive a service
 - Sphere of influence: Impact the whole university/organisation
 - Stakeholder: Academic department and Students
 - Nature of relationship: Provide a service to them
 - Sphere of influence Impact the whole university/organisation

External:

- Professional bodies
- Bodies where Wits has institutional membership
 - Stakeholder: Service providers
 - Sphere of influence: Interaction for purposes of influencing and negotiating on behalf of the university
 - Stakeholder: Other Academic Libraries
 - Sphere of influence: Interaction for purposes of influencing and negotiating on behalf of the university
 - Stakeholder: Information industry
 - Sphere of influence: Influence decision making across other universities

6. JOB CONTENT

| KEY PERFORMANCE AREAS (LIST UP TO 6 IN ORDER OF IMPORTANCE) | ACTIVITIES / OBJECTIVES / TASKS | % OF TIME SPENT | INDICATORS/RESULTS / OUTCOMES | ESSENTIAL COMPETENCIES (KNOWLEDGE, SKILLS, BEHAVIOURS) | |
|--|--|-----------------|-------------------------------|---|--------------------------------|
| | | | | | Proficiency (see key attached) |
| 1. Strategic Direction and Alignment | <ul style="list-style-type: none"> • Developing operational plan and KPI's in support of the departmental strategy in support of the institution's overall vision and strategy • Executing the directorate's operational plan and procedures to support the Wits Strategy • Interpreting policies to lower levels and ensuring alignment with Directorate's operational plan • Direct library technology planning and the development of library technology strategies • Providing input in the development of the departmental strategy and communicating accordingly • Driving and directing the development of the directorate's operational plans and objectives in line with departmental strategy, plans and objectives and in accordance with relevant legislation. | 20% | | <ul style="list-style-type: none"> • Leadership • Decision making • Conceptualizing • Adaptable • Supportive and cooperative • Communication, interpersonal and presentation skills • Results oriented • Understanding of business, commerce and finance • Vision & Strategic Thinking • Global Perspective | 4 |

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|--|---|-----|---|--|---|
| | <ul style="list-style-type: none"> • Driving and directing the development and reviewing of policies, processes, practices, procedures and systems • Driving and directing the development of the directorate's annual performance review • Providing direction in the directorate's area(s) of specialisation. • Provide leadership in identifying and developing strategic performance indicators for the libraries | | | | |
| 2. Operational Leadership and Execution | <ul style="list-style-type: none"> • Providing tactical and operational leadership regarding all operations of the directorate from an overall perspective, which include: <ul style="list-style-type: none"> • Open Scholarship, Copyright, Repositories, Research Data Management, Research Commons and Postgraduate Support, Archives and Special Collections, MakerSpaces, ICT Support • Library Systems Management • Exploring/Researching new opportunities for the enhancement of current library systems | 40% | <ul style="list-style-type: none"> • Library research support initiatives address the constantly changing research needs of academics and postgraduate students; user feedback data • Relevant and up to date research resources and services meet the needs of the University's Research activities at all times | <ul style="list-style-type: none"> • Leadership • Decision making • Conceptualizing • Adaptable • Supportive and cooperative • Communication, interpersonal and presentation skills • Results oriented • Understanding of business, commerce and finance • Change Management • Collaboration • Continuous/Process Improvement • Information Literacy • Internet, Library Systems & Database skills • Influencing/Persuasion/Advocacy | 4 |

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|--|--|--|--|--|--|
| | <ul style="list-style-type: none"> • Provisioning of technology planning services for library systems • Managing of library systems and library applications support • Ensuring library support in the provisioning of research systems, quality and data information • Managing mobile or digital access for library e-resources • Promoting intergroup collaboration • Provide vision and direction to the development, implementation and management of strategic Library initiatives, resources, services, policies and procedures in supporting and enhancing University research output, addressing the constantly changing research needs of academics and postgraduate students • Identify, initiate, implement and expand a range of internal and external programmes and activities that focus on the development of research support understanding, knowledge and skills among team • Lead the enhancement of research collections and develops new | | <ul style="list-style-type: none"> • Staff are supported in the ongoing development of their research support skills; training and development reports • Opportunities for 'embedding' senior professional library staff in Faculties and Schools to develop and deliver high level personalized services and support into the academic teaching and research environment are identified and followed up on an on-going basis • Usage indicators • Copyright compliance indicators | <ul style="list-style-type: none"> • Innovation • Negotiation • Organizational Understanding • Problem Solving/Decision Making/Analytical Thinking • Strategic & Collaborative Leadership • People Management/Development • Technology savvy • Knowledge and understanding of the Library business (including library systems) | |
|--|--|--|--|--|--|

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|--|---|--|--|--|--|
| | <p>strategies that will identify new, innovative and productive partnerships and collaborations to ease access to the wider scholarly resources ecosystem</p> <ul style="list-style-type: none"> • Champion the promotion of the Library's role in the scholarly communication reform process, and maximizes access to scholarship in compliance with copyright law • Guide the deployment of innovative library research support services to the University community and research management entities, including but not limited to data management and curation, eResearch solutions, research publication and scholarly communications reform, tracking research impact and verification and reporting of research publication data in respect of the NRF national research assessment initiative • Providing leadership regarding all the operations of the directorate from an overall perspective, which includes: <ul style="list-style-type: none"> ○ developing and implementation of new and enhanced services ensuring quality and consistent content across all service delivery channels | | | | |
|--|---|--|--|--|--|

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|--|--|--|--|--|--|
| | <ul style="list-style-type: none"> ○ the management of MakerSpaces and Research Commons, to ensure adherence to services standards ○ building strategic partnerships to extent access to information to clients ○ maximise the utilisation of Library services and resources through client training strategies suitable facilities and marketing services ○ Providing guidance, expertise and advice to the Management on trends, best practice and applicable policies and legislation. <ul style="list-style-type: none"> ● Directing and facilitating the identification of risks, potential breaches and the implementation of control measures and programmes to ensure compliance and meet regulatory requirements. ● Embedding financial sustainability culture. ● Driving the implementation of plans, policies, processes, practices, procedures and systems and ensuring sustainability of business. | | | | |
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|---|--|-----|--|--|---|
| | <ul style="list-style-type: none"> • Ensuring that operations meets all goals, targets and timelines and creates value for the business and ensuring credibility. • Managing the relationships and networks with internal and external stakeholders. | | | | |
| 3. Forecasting, Budgeting and Financial Management | <ul style="list-style-type: none"> • Managing the Directorate's resources efficiently, effectively, economically and in accordance with the relevant principles and policies of Wits • Compiling and managing the directorate's budget in line with the departmental budget • Directing and monitoring the directorate's expenditure within budgeted parameters and reporting on variances periodically • Managing the process of allocation of financial resources within the Directorate • Managing the function's resources sustainably in accordance with financial principles • Authorising the procurement of relevant services, equipment and | 10% | | <ul style="list-style-type: none"> • Problem Solving/Decision Making • Influencing/Persuasion/Advocacy • Attention to detail • Communication • Initiative • Financial proficiency • Honesty and integrity • Work ethic | 4 |

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|-----------------------------|--|-----|--|---|---|
| | <p>materials</p> <ul style="list-style-type: none"> • Safeguarding the assets allocated to the Directorate | | | | |
| 4. People Management | <ul style="list-style-type: none"> • Ensuring and monitoring that all staff in the directorate are orientated to the organisation, trained, skilled, retained and that their expertise is optimally applied. • Ensuring a high performance culture in the directorate through taking accountability for an effective and well-articulated performance management process • Ensuring the implementation of training and development programmes for staff, including personal development plans (PDPs) • Establishing a positive, healthy and safe work environment and culture in accordance with the Transformation Charter • Directing implementation of the human resources policies, procedures and practices • Building a robust, effective talent and leadership pipeline, succession and HR capacity | 10% | | <ul style="list-style-type: none"> • Flexibility • Determination and persistence • Ability to work in harmony with co-workers • Maintains a required level of confidentiality • Assertiveness • Creativity • Loyalty • Positive attitude • Trustworthy • Forward Thinking • Analytical Thinking • Organizational Awareness • Reliability • Pro-activeness • Empathy • Resilience • Accountability • Credibility • Leadership • Decision making • Supportive and cooperative • Communication, interpersonal and presentation skills • Vision and Strategic Thinking | 4 |

| | | | | | |
|------------------------------------|--|------|--|---|---|
| 5. Governance and Reporting | <ul style="list-style-type: none"> • Monitoring and reporting on progress against operational initiatives • Monitoring and reporting on legislative and statutory compliance • Promoting sound institutional governance and participating in Institutional governance structures (Professional Citizenship) • Ensuring the development and implementation of policies and procedures • Compiling regular reports to Senate Library Committee and other relevant structures • Participating in the annual performance review • Identifying risks relating to the field of responsibility, develop and implement mitigating strategies • Documenting and reporting on directorate specific matters • Ensuring proper record keeping of all aspects within field of responsibility | 20% | | <ul style="list-style-type: none"> • Attention to detail and accuracy • Interpersonal skills • Systematic and organisational skills • Presentation skills | 4 |
| | | 100% | | | |

1. AUTHORITY

NB: For job evaluation to proceed, the University Grading Committee requires authorization as per the Policy and therefore the completion of this Appendix.

(Once signed this page could be scanned in “pdf” format for signature protection and submitted as a separate document together with Forms 1 and 2.)

| | PRINT NAME | SIGNATURE | CONTACT NO. | DATE |
|--------------|------------|-----------|-------------|------|
| Incumbent | | | | |
| Line Manager | | | | |
| HR Manager | | | | |
| JE Officer | | | | |

NOTES:

1. Completed document to be sent to relevant HR Manager for review. Once approved all parties sign final document
2. Incumbent and line manager to retain copy of signed document. Original to be submitted to relevant HR Manager.
3. Before completing this form please refer to:
 - a. Job Evaluation Policy HRG /47
 - b. Guidelines for Compiling Job Descriptions
 - c. Competency Dictionary
 - d. Guide to identifying competencies

PROFICIENCY KEY (for information)

For each competency there are four possible levels of proficiency thus the competencies can be applied to all levels of appointment in the University. The indicators or behaviours listed in this document are generally in ascending order (basic to expert) of level of proficiency.

| Required Level of Proficiency | | |
|--------------------------------------|---|--|
| Basic/Limited | 1 | Requires limited functional/technical understanding, knowledge and skills. Generally uses the competency under supervision. |
| Solid | 2 | Requires technical/functional knowledge and skills; requires the selection and application of relevant methodology and technology to support operational efficiency; requires the application of appropriate technical or functional processes and standards. |
| Professional/Extensive | 3 | Detailed knowledge. Requires expertise in a technical or functional area; requires the ability to introduce or champion new systems, processes, methodologies or technologies within the environment; requires the ability to develop concepts and resolve problems. |
| Expert/Specialist | 4 | Extensive, substantial expertise and applied knowledge. Requires leadership in technical or functional trends; requires the ability to train/coach in this area; requires the ability to create long term vision; requires the ability to anticipate future technical or functional competency needs and trends. |