



## JOB PROFILE

| A. Post Information    |   |
|------------------------|---|
| <b>Post Title</b>      | Head of Protection Programme                  |
| <b>Component</b>       | Programme Support Division                    |
| <b>Location</b>        | Head Office - Johannesburg                    |
| <b>Post Reports To</b> | COO: Programmes Support Division, CFO and CEO |

| Job Profile Verification    |                  |
|-----------------------------|------------------|
| <b>Profile Verified By:</b> | Chantal Kisoan   |
| <b>Date Verified:</b>       | 15 February 2019 |

| Job Profile Validation       |                    |
|------------------------------|--------------------|
| <b>Profile Validated By:</b> | Tseliso Thipanyane |
| <b>Date Validated:</b>       | 22 February 2019   |

| Job Evaluation Outcome  |  |
|-------------------------|--|
| <b>Confirmed Grade:</b> |  |
| <b>Date Graded:</b>     |  |

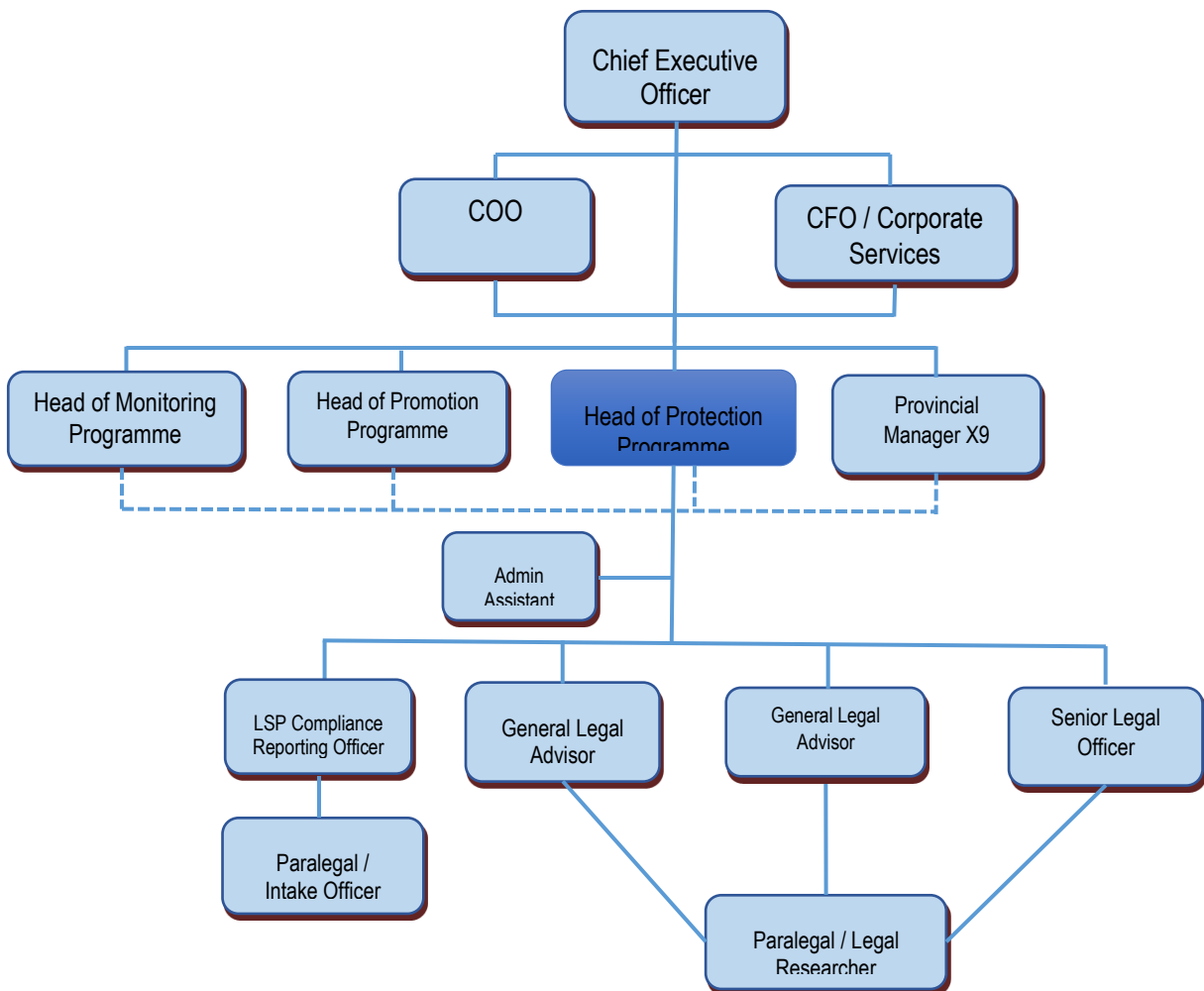
## B. Job Purpose

*Brief statement outlining the overall purpose/reason for existence of the post (one or two sentences).*

To manage, direct, coordinate and ensure the provision of an effective legal service in the protection of human rights to the Commission.

## C. Position of the Post in the Organisation

*Structure diagram:*



| <b>D. Key Responsibilities</b>  |   |  |   |
|---|---|--|---|
| <i>List major activities and contribution to the organisation for which this post is held accountable</i> |   |  |   |
| <b>Key Performance Areas (KPA)</b>  |   | <b>Activities (Linked to each of the KPAs)</b> |   |
| <b>No.</b>  | <b>KPA Description</b>  | <b>No.</b>                                     | <b>Activity Description</b>   |
| 1   | Manage the provision of quality in-house legal services.  | 1.1  | Provide sound in-house legal opinions and advice as required.   |
|   |   | 1.2  | Provide litigation services on in-house legal matters as required.  |
|   |   | 1.3  | Liaise with legal practitioners, both internal and external, in respect of litigation.  |
|   |   | 1.4  | Ensure compliance with relevant policies and procedures.  |
|   |   | 1.5  | Facilitate the review and provision of legal advice to the Commission's programs on matters relating to contracts required for their operations.  |
| 2   | Manage the protection mandate of the Commission through the provision of effective internal and external legal services, leadership, direction, advice and support to the Protection Programme. | 2.1  | Manage effective protection of Human Rights in the country and provide litigation services in respect of Human Rights matters   |
|   |   | 2.2  | Lead and manage participation in the development of the Strategic, Annual Performance Plan (APP) and Operational Plan in respect of the protection mandate of the Commission and Legal Services |
|   |   | 2.2  | Manage the development of the operational plan for the provision of legal services in line with the strategic and annual performance plan of the Commission.                                    |
|   |   | 2.3  | Manage, monitor, evaluate and report on the implementation of the operational plan, taking corrective actions where necessary.  |
|   |   | 2.4  | Manage the national office legal services budget in line with requirements.   |
|   |   | 2.5  | Oversee and manage human resources within the legal services in an efficient and effective manner, in   |

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| <b>No.</b>  | <b>KPA Description</b>   | <b>No.</b>                                     | <b>Activity Description</b>  |
|   |  |  | accordance with policies and procedures, including the development of quality performance standards and performance development plans  |
|   |  | 2.6  | Comply with the Governance Policy and procedures to ensure good governance within the unit; and provide advice to the organization in respect of compliance with relevant legislation, regulations and policies.   |
|   |  | 2.7  | Manage and ensure compliance with Corporate Services protocols, charters, policies and procedures including asset management and IT policies and procedures.   |
|   |  | 2.8  | Manage and develop the performance of all direct reports.  |
|   |  | 2.9  | Ensure the effective development, coordination and completion of all training programmes (including complaints handling and litigation). Monitor the impact of such training programmes and recommend improvements where necessary.  |
| 3   | Monitor and ensure the effective coordination of organization-wide legal matters and projects. | 3.1  | Monitor and evaluate the uniform application of the complaints handling and investigation processes, procedures, protocols, systems and practices across the Programme, in consultation with the COO, CEO, and provincial managers; and advise on corrective actions where required. |
|   |  | 3.2  | Take appropriate steps to drive the achievement of legal services outputs and impacts in collaboration with internal and external stakeholders e.g. report launches, communications and follow up actions.   |
|   |  | 3.3  | Coordinate, and manage legal matters between programs and provinces and stakeholders to promote inter-programmatic collaboration and improve synergies.  |

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|---|--|--|---|
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| <b>No.</b>  | <b>KPA Description</b>                       | <b>No.</b>                                     | <b>Activity Description</b>   |
|   |  | 3.4  | Develop and implement a stakeholder strategy and plan for legal services [to include the identification, facilitation, maintenance and evaluation of outcomes] of partnerships collaboration and interventions between the SAHRC and external role players. |
| 4   | External stakeholder relationship management | 4.1  | Develop, implement and continuously review policy and processes for the purposes of cost saving and quality enhancements, including in respect of pro-bono and or expert support for the provision of effective legal services by the Commission.           |
|   |  | 4.2  | Secure accreditation for the provincial and national offices of the Commission in consultation with PM's, and develop and implement a volunteer system for legal services.  |
|   |  | 4.3  | Develop structured repositories for protection related records e.g. information from stakeholder seminars and conferences, pleadings in human rights litigation, investigative reports and transcriptions of hearings etc.                                  |
|   |  | 4.4  | Identify and address bottlenecks in efficiencies; review and develop the complaints handling and investigation processes, procedures, tools, quality standards and manuals in accordance with good practice, in consultation with the COO                   |

## D. Key Responsibilities

*List major activities and contribution to the organisation for which this post is held accountable*

| Key Performance Areas (KPA) |                   | Activities (Linked to each of the KPAs) |  |
|-----------------------------|-------------------|---|--|
| No.                         | KPA Description   | No.                                     | Activity Description   |
| 5                           | Manage complaints | 5.1                                     | Ensure compliance with the Complaints Handling Procedures of the Commission and the provision of effective legal services; and take corrective actions to address non-compliance   |
|                             |                   | 5.2                                     | Oversee, provide guidance to provincial managers in respect of proposals for subpoenas, and complaint related reports.   |
|                             |                   | 5.3                                     | Assess and provide directions for the handling of complex complaints in consultation with the COO/CEO, oversee and manage the handling of complex matters being dealt with at the national office  |
|                             |                   | 5.4                                     | Monitor, identify, consult, secure approvals for, and conduct litigation on behalf of the Commission   |
|                             |                   | 5.5                                     | Provide advice and support on complaints handling, in respect of litigation, complex matters, and investigation challenges and strategies to Provincial Managers, COO, CEO and Commissioners, and other relevant stakeholders as required. |
|                             |                   | 5.6                                     | Oversee, monitor, evaluate, manage risks and report on the implementation of statistical reporting, complaint case management systems, and workflow systems.   |
|                             |                   | 5.7                                     | Ensure appropriate complaints records, and reports are maintained at all times and disseminated to the relevant channels in accordance with policies, SOPs and practice  |
|                             |                   | 5.8                                     | Monitor and ensure effective analysis, evaluation and reporting of trends and patterns on human rights violations and complaints.  |
|                             |                   | 5.9                                     | Develop and manage a system to monitor, track and report on the implementation of recommendations to resolve complaints. Identify and take appropriate   |

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| Key Performance Areas (KPA) |                 | Activities (Linked to each of the KPAs) |  |
|-----------------------------|-----------------|---|--|
| No.                         | KPA Description | No.                                     | Activity Description   |
|                             |                 |   | enforcement actions to secure compliance with recommendations or investigations by the Commission  |
|                             |                 | 5.10                                    | Ensure that select complaints received or matters of interest to the Commission are effectively coordinated in respect of relevant provincial offices and national office programs for further action  |
|                             |                 | 5.11                                    | Oversee, coordinate, and develop the legal services strategy, protocols/standard operating procedures, tools, templates for protection related monitoring activities; monitoring implementation of recommendations of the Commission and reporting of monitoring activities in consultation with stakeholders. |
|                             |                 | 5.12                                    | Take effective actions for the realization of compliance arising from monitoring findings  |

## E. Advisory Responsibility

*Is it required from the post holder to give formal advice and engage with external stakeholders? Please indicate the type of advice given and to whom.*

| <b>To Whom</b>                | <b>Type of Advice/ Information</b>  |
|-------------------------------|---|
| Commissioners                 | <ul style="list-style-type: none"> <li>• Human rights law matters</li> <li>• Provide programmatic support to Commissioners' interventions.</li> </ul>   |
| Chief Executive Officer / COO | <ul style="list-style-type: none"> <li>• Reporting on the implementation of annual plans and operational plans</li> <li>• Expert advice and assistance on human rights law related matters</li> <li>• Advice on litigation and handling of complex matters</li> <li>• HR on labour related matters and compliance.</li> </ul>   |
| COO: Programmes Support       | <ul style="list-style-type: none"> <li>• Reporting on the achievement of strategic objectives and operational targets by the unit and for legal services</li> <li>• Performance management and monitoring</li> <li>• Expert advice and assistance on human rights law related matters</li> <li>• The development of system and process enhancements</li> <li>• Reporting on stakeholder interventions, coordination matters</li> <li>• Consultation and support for systems and process improvements, tool development, and training</li> </ul> |
| Provincial offices            | <ul style="list-style-type: none"> <li>• Performance tracking oversight,</li> <li>• Expert advice on human rights law matters</li> </ul>  |



## E. Advisory Responsibility

*Is it required from the post holder to give formal advice and engage with external stakeholders? Please indicate the type of advice given and to whom.*

|   |   |
|---|---|
|   | <ul style="list-style-type: none"> <li>• Consultation on advisories, policies, protocols, procedures and tools</li> <li>• Advice and support on human rights litigation, monitoring and investigation challenges and strategies</li> </ul>  |
| Other programmes and Business Units of the Commission | <ul style="list-style-type: none"> <li>• Collaboration with business units on substantive areas of overlap in outputs and in the implementation of identified interventions</li> <li>• Communications on legal matters</li> <li>• HR on labour related matters and compliance</li> <li>• Strategic Governance and Support – reporting</li> <li>• CSD on service level agreements</li> <li>• Internal Audit – findings, risk management, resolution of findings, legislative compliance</li> </ul> |
| Government Departments                                | <ul style="list-style-type: none"> <li>• Reporting and actions on complaints handling and litigation matters</li> <li>• Legislative reforms</li> <li>• Collaborative interventions</li> <li>• Monitoring and evaluation</li> <li>• Enforcement actions</li> </ul>   |

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*Is it required from the post holder to give formal advice and engage with external stakeholders? Please indicate the type of advice given and to whom.*

|   |  |
|---|--|
| Non-Governmental Organisations, statutory bodies, experts | <ul style="list-style-type: none"><li>• Collaboration on human rights law matters</li><li>• Monitoring, evaluation and reporting</li></ul> |
| Parliament  | <ul style="list-style-type: none"><li>• On request</li></ul>   |
| Courts  | <ul style="list-style-type: none"><li>• On request or in terms of complaints handling</li></ul>  |

| <b>F. Accountability</b>  |  |
|---|--|
| <i>These fields are not compulsory and should only be completed if the fields are relevant to your post</i> |  |
| Number of staff directly managed  | <ul style="list-style-type: none"> <li>6 (including Professional Assistant)</li> </ul> |
| Number of staff indirectly managed  | <ul style="list-style-type: none"> <li>NIL</li> </ul>                                  |
| Financial accountability  | <ul style="list-style-type: none"> <li>Yes, R2.4 Million</li> </ul>                    |

| <b>G. Inherent requirements of the Post</b>  |  |
|--|--|
| <i>The minimum qualifications, skills, knowledge, experience and behaviour that are required to perform the job competently.</i> |  |
| <b>Skills/ Knowledge/ Behaviour:</b>   |  |
| <b>Requirement</b>   | <b>Type</b>  |
| <p><b>Key competencies</b><br/><i>(This field requires a list of all skills, behaviour and attitude requirements)</i></p>        | <ul style="list-style-type: none"> <li>Financial management</li> <li>Strategic capability and leadership</li> <li>Expert level job knowledge</li> <li>Strong litigation experience</li> <li>Programme and advanced project Management</li> <li>Real time problem solving</li> <li>Monitoring, evaluation and analysis</li> <li>People management and empowerment</li> <li>Knowledge management</li> <li>Communication, ability to work across hierarchies, with diverse levels of authority</li> <li>Change management</li> <li>Service delivery innovation</li> <li>Honesty and integrity</li> <li>Client orientation and customer focus</li> <li>Adaptability</li> <li>Ability to manage deadlines and pressure</li> </ul> |

|  |  |
|--|--|
|  | <ul style="list-style-type: none"> <li>• Analytical thinking</li> <li>• Conflict resolution skills</li> <li>• Stakeholder management and liaison, interpersonal relations</li> <li>• Be able to use technology to support interventions e.g. excel, power point, social media etc</li> </ul>   |
| <p><b>Knowledge and education</b></p> <p><i>(This field requires a list of all knowledge requirements relevant to this post e.g. Knowledge of the Public Service Act.)</i></p> | <ul style="list-style-type: none"> <li>• An LLB degree. LLM and higher qualification will serve as added advantage.</li> <li>• Right of appearance in the High Court with a proven minimum of 5 years litigation experience</li> <li>• Proven 5 years management experience at a senior management level.</li> <li>• A Business Management qualification will be an added advantage</li> <li>• Knowledge of PFMA</li> <li>• Should be able to: <ul style="list-style-type: none"> <li>○ link various related components of performance monitoring and evaluation together (for example, the inputs, processes, activities, outputs, outcomes, and impacts that constitute projects, programmes, and services), to form an integrated whole or system;</li> <li>○ Provide informed guidance on the management and handling of complaints to team and peers</li> <li>○ Draft pleadings and litigate on behalf of the Commission in the high court</li> <li>○ Initiate and secure collaboration for resolution of violations</li> <li>○ Manage stakeholders to enhance effectiveness and efficiencies in complaints resolution</li> <li>○ set up &amp; manage the PMER system for their Programme, including the ability to - <ul style="list-style-type: none"> <li>▪ identify performance information requirements;</li> <li>▪ design performance reports (including system reports) to provide high quality performance information for all reportable areas under their control;</li> </ul> </li> </ul> </li> </ul> |

|  |  |
|--|--|
|  | <ul style="list-style-type: none"> <li>▪ design performance measurements &amp; scores;</li> <li>▪ analyse, interpret &amp; evaluate performance reports;</li> <li>▪ communicate performance information effectively;</li> <li>▪ produce the performance results to the standard, &amp; within the timeframes required.</li> </ul> <ul style="list-style-type: none"> <li>• Demonstrate excellent applied understanding of: <ul style="list-style-type: none"> <li>○ the statutory and regulatory requirements regarding performance monitoring, evaluation &amp; reporting, including: Section 38(1)(a)(i) &amp; (b) Section 40(3) (a) of the PFMA, &amp; National Treasury Regulation 5.3.1 for Constitutional Institutions;</li> <li>○ Government Guide to the Outcomes Approach (2010);</li> <li>○ Framework for Managing Programme Performance Information (National Treasury, 2007);</li> <li>○ New Framework for Strategic Plans &amp; Annual Performance Plans (National Treasury, 2010);</li> <li>○ Statistics SA Statistical Quality Assessment Framework (2008);</li> <li>○ National Archiving &amp; Records Service of South Africa Standards for Records Management (NARSSA, 2007).</li> </ul> </li> <li>• Understand the electronic system/s used in their area of responsibility, in order to: <ul style="list-style-type: none"> <li>○ ensure the quality of the data;</li> <li>○ set access levels &amp; authorise data corrections;</li> <li>○ maintain the integrity of the system; and</li> <li>○ identify/specify required system design changes to match the operational process &amp; reporting requirements.</li> </ul> </li> </ul> |
| <p><b>Experience</b></p> <p><i>(Please list all relevant experience required for the post)</i></p> | <ul style="list-style-type: none"> <li>• Admission as an Attorney in terms of section 15 of the Attorneys Act No. 53 of 1979 or admission as an Advocate in terms of section 3 of the Admissions of Advocates Act No. 74 of 1979 (read with the Legal Practice Act, 28 of 2014) with a minimum of 7 (seven) years' appropriate post-admission and litigation experience with 5 (five) years' management experience preferably in a public institution</li> </ul>   |

| <b>H. Career pathing</b>             |                 |
|--------------------------------------|-----------------|
| <b>Next higher position:</b>         | COO             |
| <b>What is required to progress:</b> | See job profile |

**I. Job profile agreement**

*The Manager or his/her nominee reserves the right to make changes and alterations to this job profile as he/she deem reasonable, after due consultation with the post holder.*

**We the undersigned agree that the content of the completed Job Profile gives an accurate outline and content of the Post.**

| <b>Title</b> | <b>Name</b> | <b>Employee Number</b> | <b>Signature</b> | <b>Date</b> |
|--------------|-------------|------------------------|------------------|-------------|
|              |             |                        |                  |             |
|              |             |                        |                  |             |
|              |             |                        |                  |             |