

## **PEOPLE FOCUSED AND SOCIALLY COHESIVE COMMUNITY: HUMAN RESOURCE MANAGEMENT**

### **OVERVIEW**

The Executive Director: Human Resource Management initially reported to the Deputy Vice-Chancellor: Strategic Services. However, this was changed to reporting to the Pro Vice-Chancellor in 2010.

The following strategic goal has reference: Culture of Transformation with three performance indicators: widening of participating in terms of race, gender and disability and progress in the promotion of the UJ values. In addition to this, the strategic thrust for 2010 also focused on: People focused and socially cohesive university community.

The performance indicators reflected in the Institutional Scorecard of 2010 relating to human resource management are:

- Human Resource Management Efficiency: a target of 8 out of ten;
- Employee profile: the academic profile should reflect at least 29% black academic employees;
- Institutional culture programme and impact: a target of at least 60%.

### **GOVERNANCE AND POLICY FRAMEWORK**

#### **Governance**

The Human Resource Committee of Council oversees the Councils' responsibility related to Human Resource Management within the institution. The Institutional Forum is responsible for giving advice to Council on matters related to transformation within the institution which includes human resource management.

The key function areas in the Human Resources portfolio are Organisational Development, Employee Relations, Business Partnering and HR Administrative Services. Each business unit has in the course of 2010 in addition to its focus area delivered against plan on key targets of the HR capability and capacity renewal project; namely the implementation of the new structures including role re-allocation, business process mapping, introduction of the Business Partner model, HR capacity building as well as on cultural integration interventions for the Division.

The Executive Director has weekly interfaces with the Deputy Vice Chancellor responsible for Human Resources, and also weekly meetings with the 3 direct reportees, as well as chairs monthly HR Executive Management meetings meant to track progress, identify challenges and do planning. The Executive Director sits on and reports to a number of the University's committees and chairs the Wellness Committee. The Division also acts as Secretariat for the Benefits Committee that it was instrumental in setting up in 2010.

#### **Policy Framework**

In addition to the national legislative policy framework referred to in section three: UJ Operating Context and Governance, the following have relevance to human resource management at the University:

- Conditions of Service;
- Guidelines for Appointment and promotion of academic employees;
- Recruitment and retention strategy for academic employees;
- Framework for Staff Development
- Policy on Whistle Blowing;
- Policies and procedures on the appointment of members of the Executive Leadership Group, heads of academic schools and departments;
- Policy on Sexual Harassment;
- Revised HR Delegation of Authority Schedule
- Policy on Temporary Employment;
- Policy on Fixed-Term Contract Appointments
- Policy on Acting Allowances
- Reappointment and Performance Review Process for Incumbent members of the *Executive Leadership Group*.

### **RISKS AND RISK MANAGEMENT**

High priority institutional risks reflected on the risk register and being mitigated through the Human Resource Re-alignment Project and the Human Resource Effectiveness Plan by the Division include:

- Non-alignment of HR Data Processing Systems;
- Ineffective Resourcing Processes;
- Loss of high performing employees;
- Inconsistency in Policies and Practices;
- Inadequate Human Resource Staff Capability;
- Impact of HIV and AIDS on UJ staff complement.

### **PERFORMANCE**

In the year under review, the Divisional interventions and activities as carried out by the three Departments have shown expansion of roles and responsibilities as well as improved growth and delivery in each of the focus areas.

#### **Organisational Development**

- Resourcing: A total of 463 positions were advertised during 2010 of which 35 % was in the Academic field and 65% from the Support Services. From 158 academic positions advertised the full recruitment process of 49% was accomplished and from the 305 Support Services positions advertised the full recruitment process of 84% was accomplished;
- Salary Adjustments for identified talent categories: A project was started to address the Professorial categories in the first instance to effect market related salary adjustments;
- A project for pay out of Historical Long Leave for a number of employees in the non-academic/support environment was successfully concluded;
- The leave self service system was introduced and piloted in HR and prepared for broader use across UJ together with the HR Self Service process for early 2011. The HR information system has been developed to provide a self-service functionality, allowing employees to view and update their personal information and apply for leave online. This was successfully piloted in three divisions: Human Resource Management, Finance and Information and Communication Services;

- Employee Benefits: The Retirement preparatory programme was approved, to be implemented from early 2011. Employee Benefits: Medical aid consultant (Alexander Forbes) was appointed in October 2010;
- Executive Leadership Development: An expanded Coaching project started for the Executive Leadership Group; proposals for team coaching for interested Faculties/Divisions were approved (HR Division Executive Management involved in team coaching), MECA team coaching started;
- An online training tool used for training of employees on the use of Oracle self-service was developed (STT). A number of courses have been successfully developed and used during 2010.

### **Business Partnering and HR Services Administration**

- Technical Positions Framework: A project was started with the faculties of Science, FEBE, FADA and Health Sciences to look at the technical environment. The aim was to not only standardise job profiles and grading of these positions, but also to look at the possibility of a career path in this specialised environment. The development of the framework followed an intensive consultative process and was finally approved by the Deans in May 2010. It involved a Match and Place process done according to approved Guidelines used for the Integration and Renewal Process. A total of 108 technical employees were matched. 44% of the employees received an increase/change in their peromnes level and 56% of the employees' status remained unchanged. No position was downgraded and an appeals process was arranged for beginning of 2011 for the 12 appeals received.
- Vacancy Management Project: This project resulted in having 8 positions out of the 29 unoccupied positions over a period of 3 years abolished, thereby saving the University R2,843,318.04;
- Non-Performance Exit Management: A project was conducted to establish appropriate interventions for the listed 'non-performers' under the categories – Voluntary Severance Packages (VSP), Medical boarding process, performance development and management, redeployment and early retirement. This would cost UJ just over 2 million for VSPs alone. Following consultations with the Employee Relations Director and Human Resources Business Partners for the particular environment processes and procedures were established for appropriate exit management, including use of performance improvement plans;
- Online Temporary Appointments and Payments Process: This process was developed via the Oracle system, to aid efficiency and eliminate manual processing. A help desk comprising both Human Resources Administration staff and Payroll Team members was also set up to assist the environments on queries with regards to the system. In 2010, there were 492 active users on the system;
- The Human Resources Call Centre: This was successfully installed primarily to disseminate HR related information to the University community and the external clients. The Call Centre mainly deals with queries from the University staff members on the various forms of leave, leave balances, tuition remission, and confirmation of employment and on issues that require processing the Call Centre agent escalates matter to the relevant sections for processing;

- **Committee Administration:** The Human Resources Services coordinated the promotion meetings for the 27 academic employees who were promoted; convening of the Vice Deanship appointment meetings where 4 Vice Deans were recommended and approved by MEC. The Division also accordingly updated the Promotion Criteria for Academics; Academic career paths standardised to four (4) and the new teaching focused paths that were introduced;
- **Metro Filing and Image Now Project:** The electronic document management system within the HR division commenced with the categorization of HR data and all files at APK and DFC were categorized and sent to Metro File for archiving. All the inactive files are currently archived at Metro File.

### **Employee Relations**

- The Problem Solving and Consultation Forum (CPSF) held five meetings in 2010 and key on the agenda were matters on the processes relating to the performance development management system, the clawbacks and on implementation and finalisation of some outstanding harmonisation issues.
- Substantive negotiations commenced as per schedule in September 2010, the bulk of which was concluded in December with SAPTU and NTEU and NEHAWU opting to carry the outstanding matters over to early 2011. (For 2010, all unions agreed to a 7.75% TCTI adjustment which was within the mandate of 8% total salary adjustment);
- Bilateral discussions with UJ NEHAWU leadership have been initiated to improve the collective relationship;
- There are on-going efforts made towards constitution of an Employment Equity Forum with representivity beyond the recognised trade unions;
- Nine cases were referred to the CCMA in 2010. Out of the nine, one settled at CCMA, one awarded to employee and three are still at arbitration stage, three were dismissed and one condonation was denied;
- Thirteen disciplinary hearings resulted in five dismissals, three led to resignation, three to final written warnings and there were two acquittals;
- Labour Court Matters – Three are awaiting court trial date, one awaiting court ruling to dismiss the case;
- The renewal of the Employee Wellness Unit now includes the position of a Wellness Specialist whose priorities for 2011 include putting plans in place for the HIV and AIDS Workplace Programme and the Employee Assistance Programme as part of the Employee Wellness strategy;
- The Wellness Unit undertook HIV/AIDS (Re Abua/Let's talk) engagements with staff together with the HIV and AIDS Office and Campus Health. 71 staff are reported as having engaged the external care provider ICAS in 2010.

### **INSTITUTIONAL EMPLOYEE OVERVIEW**

In December 2010 the UJ employee headcount was 2876 of which 88% are permanent and 12% are on fixed term contracts, 979 (34%) are academic employees and 1897 (66%) are non-academic/support employees. The majority are male 1463 (50.9%) and 1413 females (49.1%). A total of 22 employees have declared a disability. All permanent and fixed term contract employees, academic and support/non-academic within faculties and divisions are represented in these

statistics. These statistics do not include temporary staff. Deceased employees in 2010 were nine of which eight were African and one White.

### Equity Performance

The overall equity shows a growth in black and foreign national employees in 2010. Seventy one percent of all new appointments were black while 10% was foreign nationals. Only 18% of appointments were white. In 2010, the university set equity targets as follows:

- 29% of all permanent and fixed term contract academic staff should be black;
- 60% of all appointments (academic and support/non academic) should be black;
- 10% of the remaining 40% may be foreign nationals; and
- 70% of all black academic appointments should be African.

**Figure x: Overall (Academic & Support/non academic) Equity Profile for Permanent & Fixed Term Employees**

Faculty/Division	Black	White	Total	Foreign Nat		Total	Grand Total	Disabled	Faculty/Division Position		
				African	Other				Black	White	Foreign Nat
Academic Development & Support	45	51	96	4	1	5	101	1	44.55	50.50	4.95
Advancement	35	23	58	1	0	1	59	0	59.32	38.98	1.69
DVC Academic	1	1	2	0	1	1	3	0	33.33	33.33	33.33
DVC Finance	0	4	4	0	0	0	4	0	0.00	100.00	0.00
DVC Research, Innovation & Advancement	2	0	2	0	0	0	2	0	100.00	0.00	0.00
DVC Strategic Services	2	0	2	0	0	0	2	0	100.00	0.00	0.00
Finance	113	78	191	2	1	3	194	2	58.25	40.21	1.55
Human Resources	39	22	61	1	0	1	62	0	62.90	35.48	1.61
Information & Communication Systems	30	20	50	0	0	0	50	0	60.00	40.00	0.00
Institutional Planning & Quality Promotion	1	7	8	0	0	0	8	0	12.50	87.50	0.00
Library & Information	83	40	123	1	0	1	124	1	66.94	32.26	0.81

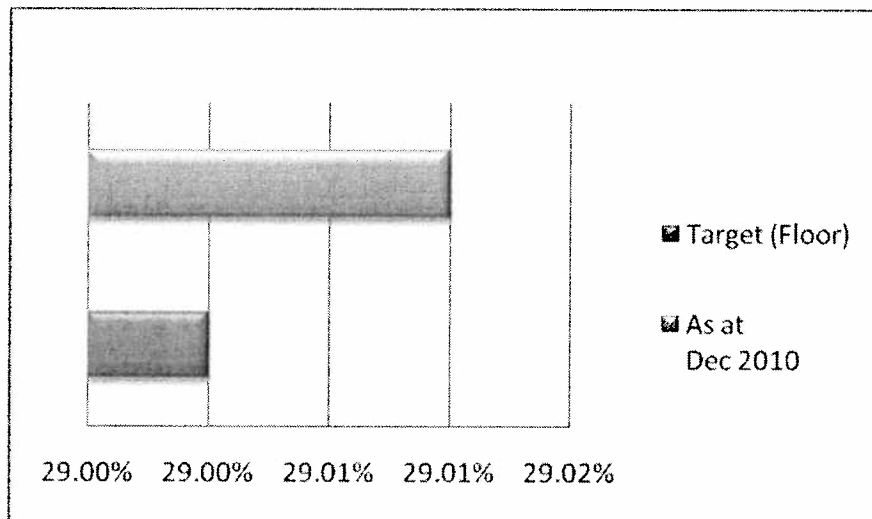
Centre												
Operations	440	86	526	1	0	1	527	6	83.49	16.32	0.19	
Pro Vice Chancellor	0	3	3	0	0	0	3	0	0.00	100.00	0.00	
Registrar	0	2	2	0	0	0	2	0	0.00	100.00	0.00	
Registrar - Central & Academic Administration	110	54	164	0	0	0	164	3	67.07	32.93	0.00	
Registrar - Health & Wellness	19	4	23	0	0	0	23	0	82.61	17.39	0.00	
Research & Innovation	8	7	15	0	0	0	15	0	53.33	46.67	0.00	
Student Affairs	59	12	71	1	0	1	72	0	81.94	16.67	1.39	
UJ Sport	13	20	33	0	0	0	33	0	39.39	60.61	0.00	
Vice Chancellor	4	0	4	0	0	0	4	0	100.00	0.00	0.00	
<b>DIVISION TOTAL</b>	<b>1004</b>	<b>434</b>	<b>1438</b>	<b>11</b>	<b>3</b>	<b>14</b>	<b>1452</b>	<b>13</b>	<b>69.15</b>	<b>29.89</b>	<b>0.96</b>	
Art, Design & Architecture	19	45	64	2	0	2	66	0	28.79	68.18	3.03	
Economic & Financial Sciences	59	112	171	0	0	0	171	0	34.50	65.50	0.00	
Education	38	41	79	3	0	3	82	2	46.34	50.00	3.66	
Engineering & the Built Environment	70	94	164	27	9	36	200	3	35.00	47.00	18.00	
Health Sciences	61	69	130	2	1	3	133	1	45.86	51.88	2.26	
Humanities	61	120	181	4	9	13	194	1	31.44	61.86	6.70	
Law	23	44	67	3	0	3	70	0	32.86	62.86	4.29	
Management	100	143	243	14	3	17	260	2	38.46	55.00	6.54	
Science	82	144	226	12	10	22	248	0	33.06	58.06	8.87	
<b>FACULTY TOTAL</b>	<b>513</b>	<b>812</b>	<b>1325</b>	<b>67</b>	<b>32</b>	<b>99</b>	<b>1424</b>	<b>9</b>	<b>36.03</b>	<b>57.02</b>	<b>6.95</b>	

<b>GRAND TOTAL</b>	1517	1246	2763	78	35	113	2876	22	52.75	43.32	3.93
--------------------	------	------	------	----	----	-----	------	----	-------	-------	------

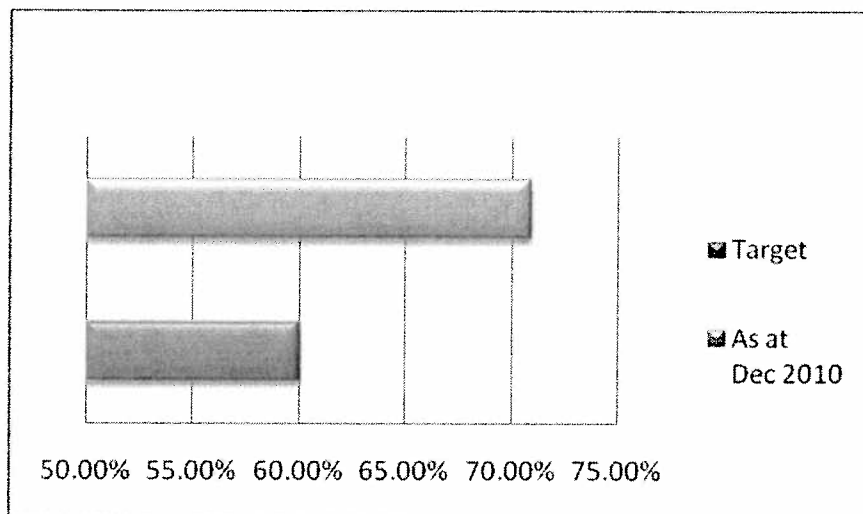
The following graphs provide an overview of the above targets as at the end of December 2010. It can be noted that only one target was not reached (70% of all black academic appointments should be African and only 61.82% was recorded).

While the overall equity profile of the University is looking positive at 52%, a record of an average of fifty three percent of all resignations was black with the majority of black resignations coming from the support/non-academic environment. The HR Division is paying particular attention to retention of black employees and seeks to provide advice on improving these.

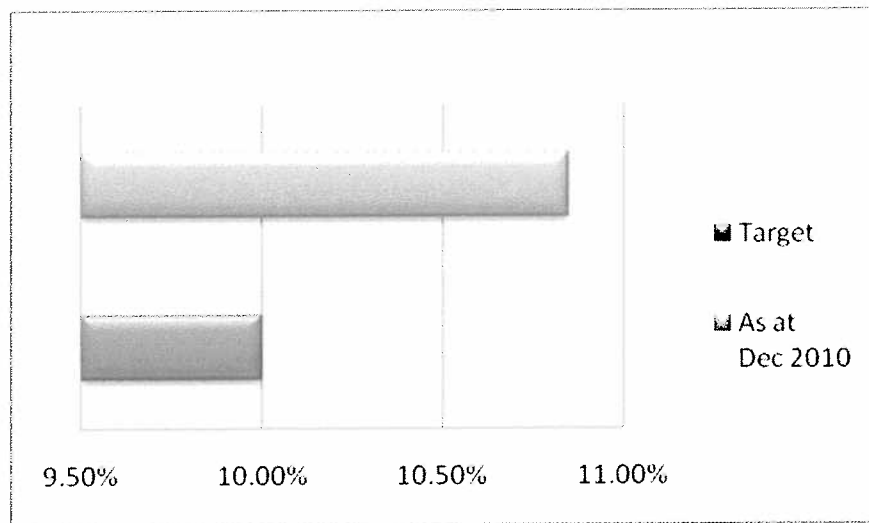
**Figure x: Black academic permanent and fulltime contract employees**



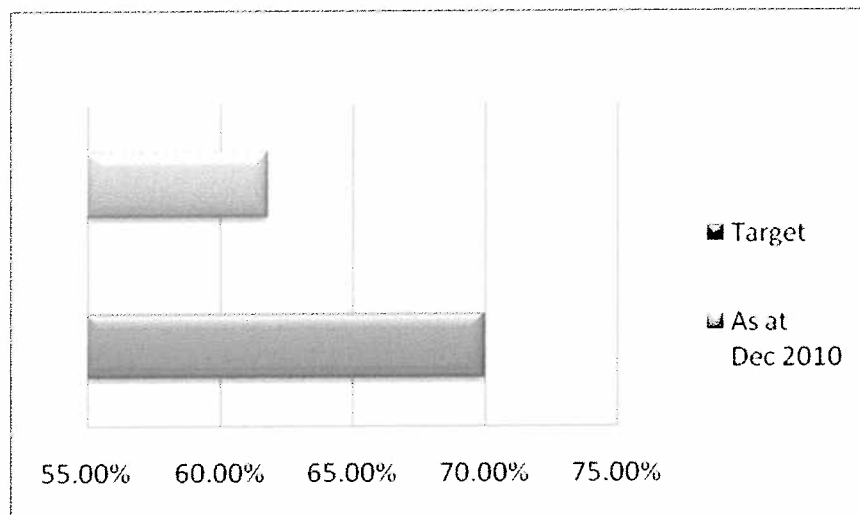
**Figure x: Black academic and support/non academic appointments**



**Figure x: Foreign national appointments**



**Figure x: African academic appointments**



**INSTITUTIONAL SKILLS DEVELOPMENT PERFORMANCE**

The skills development interventions by the Human Resources Division focus on non-academic training and developmental needs of employees and operate primarily within the context of the National Skills Development Act provisions. During the year in review the ETDP SETA awarded discretionary grants to the value of R 250 000 which were used in the following staff development interventions:

**Table x: Discretionary grants**

Project	Number of Beneficiaries	Training providers	Cost
Project Management	17	UNISA	R 127 500

MA & PhD	11	Any other higher education institution besides UJ	R 120 000
<b>Total</b>	<b>27</b>		<b>R 247 500</b>

### Skills Development Training Committee Meetings

Skills Development and Training Committee (SDTC) meetings were held in 2010 where representative employees and managers from the faculties, divisions and campuses attended and reports on training and development projects and initiatives staff undertook within their sections were provided.

### EMP201 Forms

The employer skills development levies liabilities forms were submitted to the ETDP SETA office and the Mandatory Grant of R 5.2 million was recovered (50% of the 1% of payroll paid to SARS according to legislation).

### Training and Development Short courses

The following Short Courses were facilitated by a variety of internal and external training providers.

**Table x: Short courses 2010**

Short Course Title	Date	Number of Attendees
Business English Writing Skills	12 August	26
	6 October	27
Finance for non-Financial Managers	3-4 August	12
	13-14 September	17
Power Speaking	8 July	12
	20 August	18
	16 September	10
Conflict Management	19 August	20
	8 October	12
Time Management	13 September	13
	29 October	21
Stress Management	20 July	10
	8 September	11
	12 October	10
Change and Diversity Management	9-10 September	8
Guidelines for Agenda Compilation and Minute Taking	23 July	12
	10 September	11
	04 October	11
Service Excellence	26 July	17
	14 September	12
Project Management	5-6 August	23
	4-5 October	24
Effective Executive Secretary/PA	23-24 August	20
	7-8 October	10
MS Word Beginners	12-14 October	12
MS Word Intermediate	27-29 July	14
MS Word Advanced	23-25 August	18
	1-3 September	18
MS Excel Beginners	1-3 July	18
MS Excel Intermediate	23-25 August	12
	7-8 October	8

MS Excel Advanced	26-28 October	18
Ms PowerPoint, Outlook, Email and Internet	13-15 July	12
	18-20 August	21
MS Access	24-26 August	12
	6-8 October	12
		<b>542</b>

### **Adult Basic Education and Training (ABET)**

ABET classes were delivered on all four of the UJ campuses, and a total of 31 learners wrote the national IEB examinations in the learning areas of Communication Literacy, Communication Numeracy and Life Orientation. The progress of the learners in terms of attendance, active participation and performance was monitored monthly and reported on as 'progress percentages' by the ABET Facilitators. The table below gives an indication of the learners' participation in the various programmes:

**Table x: Adult Basic Education and Training**

<b>ABET Learning areas</b>	<b>Communication in English</b>	<b>Mathematical Literacy</b>	<b>Life Orientation</b>	<b>TOTAL</b>
Level 1	6	-	-	<b>6</b>
Level 2	10	-	-	<b>10</b>
Level 3	7	1	-	<b>8</b>
Level 4	4	-	3	<b>7</b>
<b>TOTAL</b>	<b>27</b>	<b>1</b>	<b>3</b>	<b>31</b>

### **EXECUTIVE LEADERSHIP DEVELOPMENT PERFORMANCE**

The Executive Leadership Group (ELG) continued during the year in review to receive individual Coaching and a decision was made to support Team Coaching, including also of Committee structures like the Management Executive's Academic Committee, MECA. Plans are ahead for a comprehensive Leadership and Management Development programme for all levels of management and also for induction of new ELG members.

### **PERFORMANCE MANAGEMENT DEVELOPMENT AND REWARD PROCESS**

A draft performance management process and procedure was consulted on with the Management Executive Committee, both its academic and operations' Committees, the combined Executive Leadership Group, the broader UJ environment and the Unions. Although performance management was not implemented in 2010, the annual additional bonus was based on performance assessments guided by this process as principles for a performance management development framework were already proposed as part of the preparation for implementation of this process in 2011.

As a first step to bring all staff rated as satisfactory, good or excellent to the institution's internal remuneration median for all remuneration bands, all professors performing at these levels as assessed by their respective Executive Deans, were moved to the median of their salary range at a cost of R3M. An exercise was undertaken to analyse and scrap where required all vacancies that were older than three years. The saved costs were use to fund the project mentioned above .

## **CULTURE TRANSFORMATION PERFORMANCE**

During 2010 the focus of the Cultural Integration Project was to evaluate and to build on the successes of Phases I and II of the Cultural Integration Strategy developed in 2008, which aim was to establish an enabling institutional environment that allows for maximum cultural integration for employees and students to live the UJ values. The following activities took place during 2010.

### **Culture Survey**

In order to assess whether the interventions that were conducted during 2008 and 2009 have had an impact on perceptions and experiences of institutional culture, the MEC requested that a follow-up survey be conducted during March 2010 in order to compare the results with those of the 2008 survey. The “global index” for UJ has increased from 52% to 57 % and this is a statistically significant improvement in score. This improvement indicated that respondents were somewhat more positive about the aspects of the UJ culture tested.

### **Cultural Integration Day**

On 26 February 2010 the Cultural Integration Project started its programme for the 2010 academic year with a very successful fun day. It recognised cultural integration successes and a commitment to enhanced cultural integration through continuing to “live the UJ values”.

### **HR Intervention**

An intervention in the HR environment was identified by the Cultural Integration Project Steering Committee after feedback received from the workshops conducted during 2009. Workshops were conducted by Prof Julian Sonn and Ms Lizette le Roux with all HR Staff during April and May 2010.

### **2010 Diversity Week**

UJ celebrated its first Diversity Week from 20 – 23 September 2010. The theme was “Celebrating our Diversity” and the aim of the week was not only to celebrate the diversity among us, but also to further explore diversity issues across different aspects of the University life.

## **STAKEHOLDER ENGAGEMENT PERFORMANCE**

### **Internal stakeholders**

The Human Resources (HR) Division serves its key internal stakeholders and UJ's most valuable asset - its employees - as they individually and collectively contribute to the achievement of the UJ's core business goals. The Division continuously emphasises its ‘people first’ philosophy, and its key role as the face of the UJ, as well as first point of contact for entry employees. There are talent management efforts in terms of strategy and policies to attract, professionally develop and retain employees as well as endeavours to provide optimal support to faculties and divisions to manage their own human resources effectively. Actions as reflected in the Organisational Development portfolio include as part of the HR Effectiveness Plan the UJ staff (stakeholder) experience survey of the HR Division. The Plan includes implementation from February 2011 and this involves one-on-one consultations between the HR Division and all internal stakeholders (faculties, divisions, units and centres), institutional buy-in and regular monitoring of the HR

Effectiveness Plan.

### **External stakeholders**

- The Department of Education and Training: The Division collates information with respect to HEMIS requirements for reporting on employee data.
- Department of Labour: The Division submits annual employee information as per compliance requirements with regard to labour legislation.
- An Agreement was signed in June with the University of Siegen in Germany on strategic HR management and capacity building and to pursue a project under the Dialogue on Innovative Higher Education Strategies (DIES) partnership programme of the German Academic Exchange Programme (DAAD).
- The University has investigated going into a partnership agreement with the North West University to use similar systems and benefit from cost sharing. Arrangements for setting up this project are ongoing and involve ICS, Finance and Human Resources. Exchange visits of the UJ team to NWU already took place in 2010.
- The HR Division has appointed Alexander Forbes to be the Medical Aid consultants from October 2010. The aim of this appointment is to do away with the discrepancies found by having two providers. In addition to consulting services, Alexander Forbes must assist with the analysis of all five schemes and propose a solution to medical aid that will respond to the needs of the UJ community.
- PriceWaterhouseCoopers was appointed as the provider to assist Human Resources and Finance with outstanding harmonization items.

### **CONCLUSION**

The year 2010 has seen the Human Resources Division embarking on a project to redefine its role and set up its structures and processes to align with UJ's overall strategic goals and priorities. In order to create an environment sustained for high performance the Division is progressively making strides in its endeavors to:

- be a people potential enabler towards a leading technology African City University;
- attract and retain quality talent and support systems comparable to best-in-class institutions;
- ensure business continuity through the alignment of capabilities with the UJ core business drivers;
- develop an employee value proposition to reflect the UJ brand principles for both internal and external clients.

Although significant progress has been made to be a people focused and socially cohesive community, the institutional scorecard target of eight (out of ten) related to the Human Resource efficiency, was not achieved as a rating of 3.5 was obtained. However, the institutional scorecard target relating to percentage of black academic employees (target of at least 29%) was achieved. The target relating to institutional culture programme and impact of 60% was achieved.

### **TARGETS AND WAY FORWARD**

The year 2011 will be dedicated primarily towards a response to the UJ staff experience survey, HR data processing systems alignment, capacity building as well

as review of HR policies and practices for managing the employment relationship with competent HR partnering with line.

The aim in the coming years is to further enhance and streamline the HR management systems. The strategic thrusts that have been defined by the university as part of the 2020 Vision all have implications for human resources capabilities and capacity to achieve the set targets. To support the achievements of these the Human Resources Division factors in its talent management processes and procedures the need to attract and retain appropriately qualified high level academic teaching and research employees.

One of the key indicators for the Strategic Thrust six pertaining to Leadership is to increase, by 2020, the number of senior academic staff (i.e. professors, associate professors and principal lecturers) from the current 13% of permanent and fixed-term contract staff to 18%. Another key indicator is for all Heads of Academic Departments to be either professors, associate professors or principal lecturers by 2020. The Division in this regard is, within the new Business Partner model for the institution, monitoring seniority levels of academic staff, staff development and staff turnover continuously.

Pamela Dube (Dr)  
Executive Director

Derek van der Merwe (Prof)  
Pro Vice-Chancellor