

**TO: Reenen du Plessis  
Executive Director: Operations**

**FROM: Frans van Deventer  
Coordinator: Environmental and Transportation Services**

**DATE: 31 January 2011**

**Re: Annual Report: Environmental and Transportation Services, inclusive of Auxiliary Services of APK Campus.**

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Executive Summary:

Environmental and Transportation Services, inclusive of Auxiliary Services, is a Support Unit, which renders supporting services to the students and staff of The UJ.

The vision of this Unit is to be a high performing, reliable and dependable Division, that manages the transportation needs of staff and students, the cleaning of facilities, the maintenance of gardens and grounds, as well as the maintenance of sport facilities of the University. This is done with the aim of promoting the UJ as a preferred Academic Institution of choice of students and staff, by rendering a service to support and promote the core business of the University, in whatever form possible and within the means of the staff and resources available to this Division.

There are five Sub-Divisions within this Unit and incorporate the following:-

1. The centralised UJ Transportation Office.
2. Cleaning, Waste Removal, General Work, Pest Control, Hygiene Services and Beverage Assistants of the APK Campus.
3. The APK Campus Gardens and Grounds Maintenance Division.

4. The APB Campus Sport Facilities Maintenance Division.
5. The APK Campus Sport Facilities Maintenance Division. At the end of 2010, with the completion of the SWC Campus Sport Facilities, it was also concluded that the maintenance of these new Facilities is to be added to this portfolio.

## **1. Strategic Plan/Thrusts:**

The strategic plan/thrusts of both Environmental and Transportation Services- as well as that of Auxiliary Services of the APK Campus is aligned to that of the Operations Division of the University of Johannesburg and encompasses the following:-

- Improving performance.
- Providing a functional Organisation.
- Managing scarce resources.
- Improving safety and security and complying with Occupational Health and Safety requirements.
- Enhancing accountability and responsibility.
- Efficient implementation of outsourced service contracts.

## **2. Human Resource Management:**

- 2.1.** Attached as Annexure 1, is the two Organograms reflecting the structures within Environmental and Transportation Services, as well as that of Auxiliary Services of the APK Campus. The relevant post levels and status of the respective posts (Permanent/Contract/Temporary positions) are reflected on these Organograms.
- 2.2.** Attached as Annexure 2 is a summary of the Equity Profile of the two Divisions.
- 2.3.** Status of qualifications is not applicable. A specific level of qualification is required before an appointment can be made within the operational field and thereafter in Job Training (albeit through courses and seminars or recognised Academic Programs) takes place.
- 2.4.** During 2010, the following transpired in relation to staff matters:-
  - 2.4.1 2 staff resigned
  - 2.4.2 1 staff passed away

- 2.4.3 5 staff retired
- 2.4.4 4 staff member were promoted
- 2.4.5 4 new appointments were made

Succession planning has also received attention and the Managers of each of the respective Sub-Divisions are now compelled to delegate their authority to a subordinate within their own Division, in all cases of absenteeism. Whenever an operational staff member becomes absent, Managers, Supervisors, Team Leaders and staff are prompted to indicate how and by whom the additional workload will be addressed and, although this is not succession planning in the true sense, it promotes the correct concept and is focused on sustainability.

- 2.5. The two Divisions are filled with an array of highly motivated-, focused- and committed staff members, which take pride in the level of service that they render. The greatest achievements of the staff, is the constant stream of letters of commendation and “thank you notes” that they generate through their contact and interaction with the staff and students of UJ.
- 2.6. Staff development has also been receiving ongoing attention. Irrespective of the private academic studies that individual staff members have undertaken- or are still in progress with- staff also attended training courses such as ABET and Project Management. At the end of 2010,a special application served (and was approved), for an additional amount of R250,000-00, to be utilised for the training and development of specifically the Gardens and Grounds and Sport Field maintenance staff. (A staff complement in excess of 100 individuals within this domain.
- 2.7. The skills and competencies within these Divisions are matched to the work skills required to excel within the operational field, wherein the staff functions daily. It is different than the academic field, where a specific field or subject is focused on only- and skills and competencies are constantly honed and improved or “refreshed”, whenever the need arises.
- 2.8. The Divisions within this domain strives to comply with all Occupational Health and Safety requirements, and all operations are closely monitored by the relevant Occupational Health and Safety Officers.

- 2.9. In terms of the Risk Register, wherein the transportation of students and staff with the Inter-Campus bus service is specifically listed, the service was run without any single major incident throughout the entire year of 2010.

### **3. Stakeholder Report:**

- 3.1. In the beginning of 2010, negotiations were entered into with the City of Johannesburg, to establish the possibility of cooperation in terms of bus transportation, from which our students could benefit. The intention was to sign a memorandum of understanding (MOU) between the parties, but this never came to final conclusion.
- 3.2. The Stakeholders would have been the UJ as well as the Metrobus Section of the City of Johannesburg.
- 3.3. As stated earlier, the transaction has not been concluded and is still in progress. The CoJ now needs to interpret the information-, numbers- and routes submitted to them and respond to our requirements, as they felt that they wanted to incorporate the sum of our requirements into the MOU to be signed.
- 3.4. Environmental and Transportation Services interacts with many Contractors and Service Providers, with which contracts are held. In addition to the mentioned contracts, this Office has also embarked on a process of drafting Service Level Agreements (SLA's) with these Service Providers, to be concluded in 2011.

### **4. Sustainability Report:**

#### 4.1.1. Governance of the Division.

In terms of Governance, it can be reported that there is no scope for misinterpretations, flexibility or non-compliance within this Domain. Governance is very much clearly defined and described by the Management Executive of The UJ. It is also continuously guarded and enforced by the office and staff of the Registrar and Finance Department,

leaving no space for non-compliance with the Governance strategies in place at The UJ.

- 4.1.2. Specifically due to the above, Operational Divisions are compelled to operate within specific margins and boundaries, that in itself ensures and guarantees success. This concept, coupled with reporting lines created by the structures within this Domain (see attached Organograms), ensures that Divisional Heads are held accountable for the services rendered within each Sub-Division. This domain is highly service orientated and the success thereof is measured in terms of client satisfaction. In relation hereto, the letters of commendation and “thank you notes” received on a regular basis, remains proof of the quality control that is in place and that functions effectively.
- 4.1.3. The main risk listed in the Risk Register of The UJ, which pertains to this domain, is the issue of the safe and efficient transportation of staff and students with the Inter-Campus Bus Service. Operations within the sub-division of Transportation Services went very well during 2010, but there were constantly the threat that this could change, due to the fact that a payment system for this service was envisaged, to ensure sustainability of the Service. There was constantly the threat of client dissatisfaction and possible student protest actions, none of which materialised during 2010.
- 4.1.4. Financial Review.

The following financial resources were made available within this domain, for 2010, under the listed reference numbers:-

05.05.136190	Nursing Transport	R 270,300-53
05.05.136200	Vehicle Pool APK	R 3,842,298-97
05.15.136200	Vehicle Pool DFC	R 686,399-30
05.25.136200	Vehicle Pool SWC	R 45,096-20
05.05.136360	Cleaning & Support APK	R 18,141,840-41
05.05.136600	Sport Field Maintenance APK	R 7,040,131-20
05.05.136700	Gardens and Grounds APK	R 9,981,599-83
05.10.136600	Sport Field Maintenance APB	R 3,281,643-48
TOTAL		R 43,389,309-92

Apart from the above, this Domain also had to directly manage the budgets of the ABSA Vehicle Pool contracts, the Inter-Campus Bus Service Contract and the Inter-campus Logistical Services Contract held by Finance and that amounted to roughly a further R10 Million.

Sound fiscal management and control was applied throughout 2010, but there were challenges that needed to be addressed.

Firstly, the Transportation Services' budget runs at a deficit, until all journals are processed at the end of the year, for vehicles hired in by all Departments. This creates the impression that this specific sub-division is heading for disaster throughout the year – and 2010 was no different. The final administrative processes still need to be concluded.

Due to the excessive overcrowding of the APK Campus, cleaning materials needed by the sub-division Cleaning and Support Services, could not keep up with the demand. This is the budget out of which consumable items such as paper products, soaps, refuse bags and disinfectants are supplied. This line item of the budget, awarded to this Division, was overspent with more than double, but has now been provided for in the 2011 budget.

Overtime salaries within all sub-divisions also came under excessive strain.

#### **4.2 Social Responsibilities:**

Ongoing outreach programmes, specifically to ensure good relations with the neighbouring community of The UJ, are in progress.

In relation hereto, constant interaction with the DA Councilor for the Auckland Park area takes place on a frequent basis.

During 2010 and after the mid-year soccer event, this Domain was also instrumental in arranging donations of linen to three Organisations, who take care of the less fortunate.

### **4.3 Environmental Sustainability:**

#### 4.3.1. Carbon Footprint:-

Towards the end of 2010, the MEC appointed an Audit Company to determine the Carbon Footprint of the University. The Transportation Office was drawn into this Audit and submitted full records of all vehicles of the University as well as all fuel used and diesel drawn, out of the comprehensive record that is kept by this office. The final outcome of this Audit is still awaited.

4.3.2. Initiatives were embarked on to contribute towards energy savings. Globes used within the buildings utilised by this Domain, have already been replaced with energy saving units and office lighting is switched off when not used. No new electrical installations were installed during 2010, within the offices of this Domain.

4.3.3. In relation to water consumption and savings, this Domain assisted extensively in a project to identify and plot all water outlet points and by digging up pipes and meters to determine the sizes and location of underground piping. During December 2010, a project was launched to seal the main fountain within the centre court of the APK Campus, through which many kiloliters of water was lost per month.

Whenever an interruption of water supply would occur to any of The UJ Campuses, staff and students would leave taps open if no water is on tap. The cleaning staff have now been trained and conditioned to make it part of their standing operating procedures, to check and close all water outlets, after each such an interruption and through this initiative, many thousands of liters of water is saved.

4.3.4. This Domain is directly involved with waste management, inclusive of the collection and transportation thereof, and works in close synergy with the Department of Occupational Safety, that is now the “accountable” office for this function. This Domain physically and actively supports the initiatives launched and applied by the Occupational safety office and its staff members- and even assists with aspects such as minimising and sorting at source.

#### 4.3.5. General:

Environmental and Transportation Services, as well as Auxiliary Services, remains a Support Division that is very much removed from the limelight and that renders its services “behind the scenes”. It is however a Domain that is contacted first, whenever something goes wrong, when assistance is needed, or when any major event is planned, and the reward of this Domain is found in the appreciation expressed by its clients, when a service that exceeds expectations, is delivered on an ongoing basis.

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F.G. VAN DEVENTER

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