

Registrar's Portfolio

ANNUAL REPORT 2021



**The Future
Reimagined**

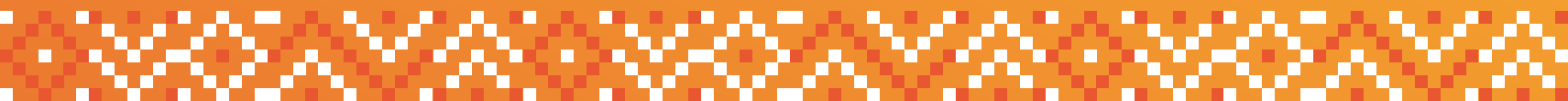


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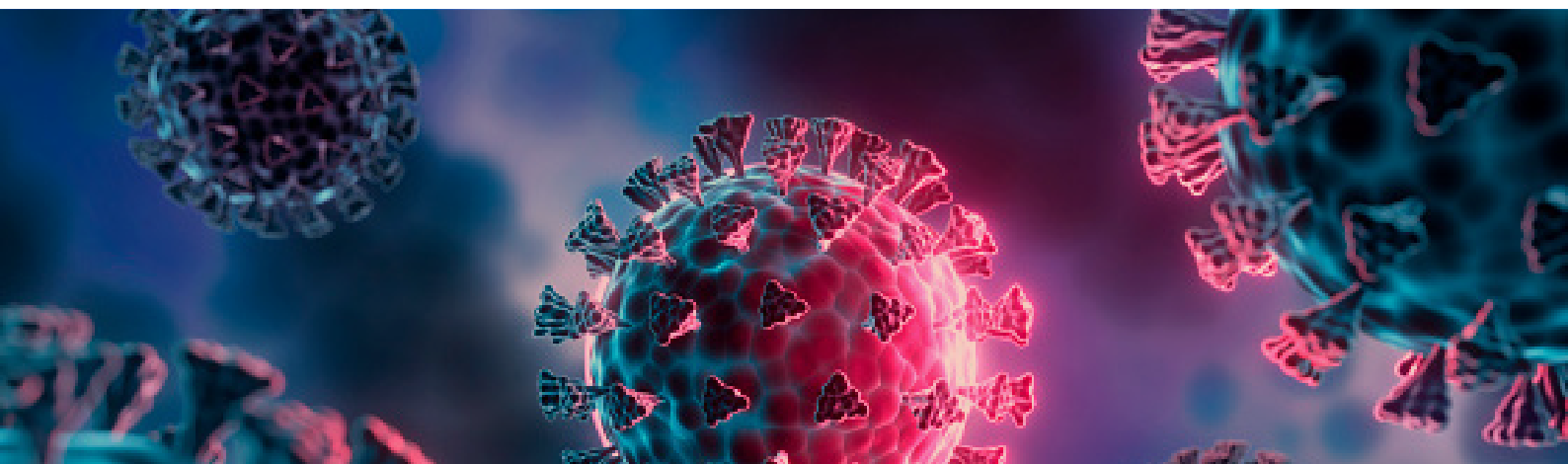
REGISTRAR'S PORTFOLIO

Executive Summary

During 2021 the Registrar's portfolio consisted of the following divisions and units: Central Academic Administration (CAA), Corporate Governance, the Occupational Health Practice (OHP), Primary Health Care (PHC), the Institutional Office for HIV and AIDS (IOHA), and the University Secretariat. The primary focus of these diverse units remains on UJ's strategic objectives 4 and 6: An Enriching and Student-Friendly Living and Learning Experience; and Fitness for Global Excellence and Stature. These units contribute to these objectives, on the one hand through a focus on the health and wellness of staff and students (OHP, PHC and IOHA) as a precondition to their academic and personal fulfilment as members of the UJ community; and on the other through ensuring aspects of the quality underpinning an excellent academic experience. This latter ranges from the quality of institutional governance, through the administration of the student life-cycle to the operational quality of support units. Beyond these two core strategic objectives, the units under the Registrar's stewardship also impact, in most cases rather less directly, on the other strategic goals of the University. Together, these Divisions are widely recognised for their timeous and smooth rollout of activities as per the year schedule, by which they regularly achieve their set targets.

Several of the divisions in the Registrar's portfolio had played a key role in the institutional response to the sudden disruption of many of these routine activities in the previous year, following on the national lockdown from April 2020. Within the 'new normal' of 2021, these divisions remained alert and responsive to further unanticipated challenges which again might require immediate thinking, change of plan, and prompt action. Once again they contributed to enabling the academic year to be completed timeously while ensuring the safety of staff and students.

PHC and OHP were integral to the continued implementation of COVID-19 protocols for the institution, while IOHA provided support to our vulnerable students. At the same time Central Academic Administration and Corporate Governance ensured the continued integrity of the student life-cycle under these changed and changing conditions, to ensure the academic year would again be well completed. Colleagues provided their inputs to the COVID-19 Coordinating Committee, chaired by the Registrar and the Chief Operating Officer, which continued to coordinate UJ's response to the pandemic. Furthermore, the University Secretariat played a substantial role in ensuring the continued integrity of online meetings (via Zoom or MSTeams), and in managing the vast number of additional meetings which were necessary to coordinate the institutional response.



LEADERSHIP IN RESPONSE TO THE COVID-19 PANDEMIC

In the following, key aspects of the contributions of the Health and Wellness Divisions and of CAA to the Institutional COVID-19 response are highlighted.

From the beginning of 2021, UJ experienced a resurgence of COVID-19 cases, in line with national infection rates (the second and third 'waves' of the virus). The Occupational Health Practice and Primary Health Care contributed substantially to formulating, implementing and maintaining the overarching institutional response in terms of the national alert levels, and adjusting this as conditions changed. This involvement was based on intense research, as required to stay abreast of constantly emerging scientific evidence for practice during the pandemic, and to ensure compliance with shifting legal requirements. Access to online training platforms for healthcare professionals was provided by the National Institute of Communicable Diseases (NICD), Department of Health, Higher Health, Centers for Disease Control (CDC), Foundation for Professional Development (FPD) and the World Health Organisation (WHO).

Contributions of OHP and PHC included:

- Continued participation in the COVID Coordination Committee and its Executive Committee;
- Giving well-researched briefings at meetings of the CCC;
- Continued implementation of COVID-19 infection prevention and control (IPC) protocols;
- Establishment and monitoring of on-campus quarantine and isolation facilities for students;
- Motivating for funding for COVID-19 related IPC measures, as needed, on the basis of a thorough needs analysis;
- Ensuring implementation of guidelines and SOPs for COVID-19 related challenges e.g., residence guidelines to promote IPC measures
- Ongoing training and developing the UJ community regarding COVID-19
- Consulting comprehensively with line managers on clinical management in their domains
- On a daily basis, making follow up supportive contact with all positive cases and those in isolation
- Regularly updating the UJ COVID-19 dashboard on ULink
- Maintaining a travel register and assessment of risks to each traveller
- Ensuring implementation of the online self-disclosure facility
- Maintaining the COVID-19 screening services at access points, in collaboration with stakeholders
- Ensuring availability of nursing personnel for screening
- Creating a COVID-19 vaccination self-disclosure link in partnership with the Centre for Academic Technologies (CAT) employees and students can self-disclose after receiving their vaccines.
- Contributing to development of the UJ Compulsory Vaccination Policy, which is to be implemented from early 2022

COVID-19 screening continued, as implemented in 2020, but now in an electronic format where an email is sent to the UJ community prior to accessing the campus, with a short screening survey; completion of this survey exempts the individual from screening at the access gates. In addition, Auxiliary Nursing professionals were deployed at the university's main access points to manage those with abnormal findings such as fever of a value above 37.5°C, cough, fatigue and so on. This was a successful collaboration with Protection Services, to ensure compliance with the Disaster Management Act, the Occupational Health and Safety Act 85 of 1993 and Department of Health regulations.

Reporting of cases of COVID-19 was managed by a Registered Nurse who coordinated record keeping and mobilisation of all resources required in cases of self-isolation, hospitalization, and discharge of the infected individuals. MEC gave approval for a Registered Nurse to continue working in the December recess period, to keep COVID-19 services in place. Students who were exposed to the COVID-19 virus were isolated for a 10-day period while being monitored for possible development of symptoms. The medical staff continued to support those infected, with the assistance of the Student Affairs Division.

At the same time, it was essential to continue and successfully conclude the academic year. CAA was primarily involved in maintaining the integrity of the student life-cycle within the broad context of this institutional response, with responses needing to be regularly adjusted in terms of shifting national requirements, as the pandemic developed. Given that CAA is a national leader in the use of technology to support the student life-cycle, it was able to draw on this strength in its response to emerging challenges. Every business process continued effectively without interruption.

The following necessary key adjustments to processes and systems were implemented, often at very short notice.

- Adjustments to the academic calendar. In particular, the much later release of the Grade 12 results (23 February 2021) necessitated adjustments to the start of the academic year. For this reason, two separate academic start dates were implemented: the one for senior students (15 February) and the second for first-year students (on 8 March). It was considered important to start the senior students as soon as possible because it would have been unfair for them to be negatively impacted by the late release of the Grade 12 results. For first year students, lost academic time was recovered by means of online intensive revision sessions during the April recess period.
- The later release of the Grade 12 results created a further challenge because senior students could register three weeks before the first-year students. To reserve adequate spaces for first-year students in programmes, the registration system had to be enhanced to facilitate quotas for the different student categories.
- Extension of amendments of academic regulations, to allow all programmes to be offered, temporarily, online, with concomitant adjustments to timetables where needed.
- Senate approval of the use of online assessments was extended to 2021, again with the necessary system adjustments to the calculation criteria database. Two online proctoring systems, Proctorio and an in-house developed system The Invigilator App (both had been piloted during 2020) assisted with the integrity of assessments for more than 14 000 students.
- Development of an electronic academic record (with a secure, official digital stamp and Registrar's signature), available to graduates and current students, and at their request to prospective employers, from April 2021.
- Implementation of virtual graduation ceremonies for 14 000 graduates. This included the development of a mobile 'selfie' app with a virtual background of the graduation hall / the Vice-Chancellor (VC) or Registrar, which was enhanced during 2021 by including the graduate's photo, and the VC's or Faculty's welcome message. An online booking system was created for "drive through" collection of graduation certificates.

- Supplementary assessments, usually completed in January of the following year, were moved to the end of the same year (last week of November). This meant that students already received the outcome of the supplementary assessments before the University closed for the recess period in December 2021.
- Elevated support for online enquiries during Applications / Registrations: further enhancement of the virtual assistant or Chatbot, MoUji, introduced in 2020, which can now provide applicants or students with personal details, view academic and residence admission statuses, and access class timetables, assessment results, and financial statements. Applicants can now also reset their PIN themselves and do not need to phone in to the Call Centre to request this.

Once again, UJ was able to complete the academic year successfully, now with supplementary assessments also concluded during the calendar year. At the same time, given the vast resurgence of COVID-infection rates nationally, UJ can be considered to have largely contained the infection rate among staff and students, and especially on campus. Since the start of the pandemic, 476 employees in total have tested positive for COVID-19 (354 of these in 2021), and of these, 460 have recovered and 16 succumbed to COVID-19. The vast majority of these infections were contracted off campus, with only 21 employees being reported to the Workman's Compensation Commissioner as having contracted COVID-19 in the line of duty. In 2021, a total of 179 students reported being infected, with one postgraduate student succumbing to the disease.

At the same time, ongoing work, as planned for the year, continued across all divisions in the portfolio. In some Divisions, for instance where face-to-face engagement was essentially linked to a deliverable, the 'work at home requirement' did impact and then lead to an adjustment of deliverables.

In the following we report on the further achievements of each Division in turn.

CENTRAL ACADEMIC ADMINISTRATION

CAA has maintained its national leadership role in the use of technology to support the student life-cycle, by means of regular developments and enhancements of the student data system. The current student data system is Integrator 4 from Adapt IT, the latest available system, which is integrated with other systems, like the Celcat system for timetable optimisation and Blackboard (learning management system). Enhancements undertaken are reported on below.

Student Marketing

Student Marketing again adjusted its strategies, where possible converting these into very successful virtual interactions, generally on social media. While UJ Open Days could not take place, the Orange Carpet campaign continued on a virtual platform with an increased number of applicants (from 2653 in 2020 to 3973 in 2021), and about 30 virtual seminars/webinars took place for Grade 9s, Grade 11s and Grade 12s. The annual Hamlet, Othello and Macbeth productions were presented virtually; Podcasts (audio only or audio and visual recording) were also introduced to reach more learners. This strategy was elevated through the use of VR (virtual reality) headsets handed out to learners at top feeder schools for virtual campus tours of UJ.

Applications and selections

The university again promoted the use of the online application system using the "No Application Fees Policy", which kept the hardcopy applications to less than 1%. Applicants received an automated response (acknowledgement of receipt) after submitting the application.

Furthermore, the online pre-screening of applicants against their Grade 11/12 results (while they are completing the online application) allowed the applicant to select a qualification suited to their specific results. This pre-screening function indicated when they did not meet the minimum entrance requirements in a chosen programme. Applicants were, however, still allowed to select any qualification of interest during the online application process. This process was improved with the automisation of selections of undergraduate applications using the criteria supplied by the faculties.

The number of headcount applicants (including short learning programmes) in 2021 was 344 767 compared to 268 481 in 2020 and 235 379 in 2019. A database of unsuccessful yet qualifying applicants was developed to use as a 'selection list' in case enrolment targets were not met. Due to the impact of COVID-19, UJ again decided to extend both the undergraduate and postgraduate closing dates for applications by one month each.

UJ's intelligent digital assistant (MoUJi), launched in 2020, was further enhanced in 2021. The Chatbot can now provide applicants or students with personal details, view academic and residence admission statuses, and access class timetables, assessment results, and financial statements. Applicants can now also reset their PIN themselves and do not need to phone in to the Call Centre to request this.

To further assist applicants with career guidance during the application phase, the UJ website was enhanced to focus more on essential career guidance. The use of the career guidance system slightly decreased from 8 801 users to 7 674 users in 2021; nevertheless the career guidance portal still plays an active role in advising many applicants on making career/study choices. UJ will be actively marketing and expanding on the services in the future.

In 2020, SEC implemented policy changes to allow for concurrent selections and admissions of 2021 UG applications. These changes were implemented successfully during the final selections period. The change now allowed applicants to be admitted for two programmes at a time, enabling them to choose which programme they would like to register for, and thereby eliminating the delay in the processing of second choices. These changes were so successful during the 2021 undergraduate application and selection process that they were also approved for implementation for the postgraduate applications during the 2022 application and selection process.

Registrations

UJ successfully mitigated all the registration related risks and reached all the enrolment targets set for registrations according to the enrolment plan. A student satisfaction rate of 80.84% was achieved for registration, indicating that students are satisfied with the process and support. Due to the impact of COVID-19 on teaching and learning, academic regulations were amended to temporarily allow all programmes to be offered online without significant changes affecting the academic structure. Some leniencies in the calculation criteria for faculties were also approved, with some modules moving from final summative assessments to continuous assessments. This concession of being offered online was also extended to contact based short learning programmes.

During registrations, the call centre (with 70 additional temporary agents) assisted with more than 98 000 calls (compared to 103 000 in 2020 and 130 000 in 2019). The University again utilised the services of the chatbot to assist with general enquiries, and this was integral in managing the increased application and registration enquiries. The chatbot successfully helped with 51 600 questions ranging from enquiries related to NSFAS, applications, late enquiries, residences and registrations (compared to 30 000 the previous year). During working hours, the extended call centre also assisted students with personalised enquiries in real-time through the online chat system. Call centre operators assisted with almost 15 000 email requests (compared to 14 000 in 2020) and more than 21 000 online registration (in-person) chat enquiries (compared to 19 000 the previous year).

Enhancements to the registration target system were implemented in 2021 for the 2022 enrolment period. The system will actively monitor the categories of F (First time entering) and O (Other, made up of the rest of the students, e.g., transferring and continuing students) on a local and international level. The system is aligned to the enrolment plan and can cater for the registration quotas on a cluster (grouping of qualifications) and individual qualification level. This system will assist faculties greatly to limit the risk of over enrolment in specific categories.

Timetables

The CELCAT scheduling system has been utilised to optimise all campuses' lecturing timetables on a rotational basis over the last few years. In 2021 the APB lecturing timetable was re-optimised from a zero base for implementation from 2022, following widespread consultation with teaching staff. The Soweto campus lecturing timetable will be re-optimised in 2022 for implementation in 2023.

The most outstanding achievement of 2021 was the successful implementation of the daily automated lecturing timetable data uploads from the CELCAT databases (master lecturing timetables, one per campus) to the ITS Integrator 4 student system. This was a significant achievement due to the complexity and technical challenges and a first for any South African and African University.

Risk mitigation strategies were implemented to counteract the effect of possible late student registrations for supplementary assessment opportunities, which were now scheduled shortly after the November main assessments. These included the development of two new BI reports to "warn" students of their upcoming supplementary opportunity in time, including an automated email sent to students after registration for the supplementary assessment opportunity.

Assessment

Given the move to online assessments in higher education, UJ utilised two online proctoring systems during 2021: Proctorio and The Invigilator App. These proctoring systems assisted with the integrity of assessments for more than 14 000 students.

Governance of assessments, marks and assessment logistics, and a reduction in risks of storing assessment papers, has been increased through the Management of Assessment Marks System (MAMS), Submission of Assessment Papers Secured System (SAPSS), and the Online Declaration of Confidentiality and Conflict of Interest. Two significant developments on the MAMS system will be fully implemented in 2022, with the return of more on-campus assessments: a similarity index report, which will inform the HOD (and Assessment Department) as to similarities between the three papers submitted by an academic, and the automated randomisation of the three papers submitted for main, supplementary and special assessments.

The Assessment Department is also in the process of implementing a central control room to monitor online assessments and video invigilation surveillance during in-person assessments.

Graduations and certification

Because of COVID-19 restrictions on gatherings, virtual graduation ceremonies were again hosted for more than 14 000 graduates. The virtual ceremony format was that of a pre-recorded celebration video in which the VC awards the qualifications in absentia. Digital certificates were made available early on the digital certificate platform, long before the virtual graduation ceremonies were released. The digital certificate platform use increased from 13 000 users in 2019 to 30 000 users in 2020, and almost 50 000 users in 2021. A noteworthy improvement to the virtual graduation ceremonies was the inclusion of each graduate's photo to create a personalised UJ graduate slide with the photo along with the name and qualification detail. The slide was also paired with an audio introduction of the candidate's name and surname. The slides were combined with the welcome video message by the Vice-Chancellor and faculty introduction by the Executive Dean and ended with the Chancellor's message of congratulations to form a Virtual Graduation ceremony video. Additionally, doctoral candidates' supervisors were recorded reading the laudation for each candidate, and this was included in the video after the respective candidate's slides.

Alumni

Regular communication on UJ activities or events (including the sixth and seventh editions of the digital Alumni Impumelo magazine) have been shared with 94 000 active email subscribers from almost 220 000 alumni worldwide. Many alumni have updated their communication details on the i-enabler database, opting in for regular communication campaigns from UJ. The UJ Alumni office provides various benefits to

alumni which include library access, gym membership, free tickets to university events (e.g., sports, arts and culture), discounts to advertise on UJ FM and booking the UJ Island for events. Social media channels and virtual experiences were used extensively by the Alumni Office to bring the alumni community together, with many in-person events offered as webinars or as interactive virtual events.

Alumni Connect is a high-tech, online platform to facilitate engagement among alumni, inter alia, the mentoring of recent UJ graduates by fellow alumni. The system also enables affinity groups and chapters to re-connect with classmates (locally and abroad), receive news and event updates, as well as ongoing educational opportunities and employment offerings. The current total number of registered alumni is 6795, which includes 1762 mentors willing to mentor young alumni.

THE UNIVERSITY SECRETARIAT

The University Secretariat has continued to function exceptionally well, as was the case in previous years. Their main achievements in 2021 were as follows:

- a) Continued implementation of online meetings (either via Zoom or MS Teams). Assisting other staff in using MS teams.
- b) Assuming additional work resulting from the COVID-19 pandemic: special MEC (35) and MECA (19) meetings, and COVID-19 Coordinating Committee (23) meetings.
- c) Distributing high-quality agendas and minutes on time to members (staff work overtime as and when required to ensure on-time distribution).
- d) Reviewing the statutory committee charters/schedules of business.
- e) Providing in-service training to a new Committee Administrator to ensure successful assumption of responsibility for identified statutory committees.
- f) Providing informal skills development sessions to UJ staff on agenda compilation and minute writing.
- g) Assisting with planning and preparation for the 2021 Council review by the Institute of Directors of South Africa. The review was concluded in November 2021, and a Council Workshop to discuss the outcomes took place on 24 January 2022.

CORPORATE GOVERNANCE

The function of the Corporate Governance Office includes the legislative and compliance framework within Records Management, Corporate Governance (compliance) and Contract Management. The following was achieved during 2021:

- Overseeing the amendments to the Academic Regulations and alignment to new and amended policies. An Addendum catering for COVID-19 and its implications was retained, and further information included on Concurrent Selections, POPIA, the Procedure pertaining to Deceased Students and Appeals against Academic Exclusion.
- Monitoring review dates of UJ governance documents and implementing an awareness drive as to renewal dates for policy documents. 61 governance documents were reviewed and approved.
- Upkeep and continuous update of governance documents on the institution's intranet and website, in line with the UJ Policy Grid; renewal of the Corporate Governance page on the intranet, with a user-friendly layout.
- Coordination of the B-BBEE status preparation around the identified B-BBEE pillars.
- Execution of online nominations and elections for statutory and Faculty committees, with no risks identified; as well as the online UJ SRC elections.
- Coordination of the Senate list to ensure that Senate membership is compliant with the Institutional Statute and Senate Charter. The move to online Senate meetings has resulted in increased attendance.
- Oversight of the life-cycle management of records and contracts for the University in both electronic and paper formats, in relation to governance documentation pertaining to records management and in accordance with relevant legislation. Trends within records management are in line with the University's

Fourth Industrial Revolution drive. Currently, UJ has a total of 6 090 contracts, in various life-cycle stages, which are secured as vital records within the EDRMS. Statistics for 2021 indicate that of the 6 090 contracts, 240 are new contracts, 485 contracts have an active status and 334 contracts have reached an expiration date.

- Processing of 16 936 requests pertaining to qualification verification, transcript supplement orders, academic records and special letter orders, and of 390 POPI Update requests – a significant increase from the 11 901 requests processed in 2020.
- Within the COVID-19 constraints, executing 17 online events and 26 hybrid events on behalf of the Executive Leadership Group, including two virtual Graduation ceremonies for over 14000 graduates. A total of 29 virtual graduation ceremony videos were produced for the Autumn and Winter ceremonies and three videos for the Spring ceremonies.
- The UJ Graphic Design Studio experienced increased requests for digital advertising campaigns, social media adverts and requests for material that could be published online, successfully completing 769 projects comprising 8172 designed pages.

HEALTH AND WELLNESS

Three units contribute to the health and wellness of UJ staff and students: the Occupational Health Practice (OHP) (with a focus on staff), the Primary Healthcare Service (PHS) (focusing on students), and the Institutional Office for HIV and AIDS (IOHA). The three units collaborate closely, and services are available on all campuses, free of charge.

The normal work of all three units, insofar as it is patient-facing, was seriously impacted by the COVID Pandemic. As indicated above, the OHP and the PHS took on other important functions relating to the pandemic, while IOHA moved much of its work online.

THE OCCUPATIONAL HEALTH PRACTICE

The resurgence in COVID-19 cases at the start of 2021 had a great impact on the OHP portfolio, given that the unit was so actively involved in UJ's response to COVID-19. A key focus was on a comprehensive, professional COVID-19 screening service at UJ access points when staff and students returned to campus. Beyond this, all other plans for 2021 were executed and targets were generally exceeded.

The two legal mandates for the Clinic are health risk assessment, and medical surveillance. The purpose of health risk assessments is to identify the presence of risks in the work environment and mitigate these to ensure the optimal health of employees. In total, 93 assessments were done (against a target of 86), and reports were provided to heads of departments for implementation of recommendations. Health surveillance of employees is undertaken to prevent the impact on their health of occupational stressors, such as chemicals, biological agents, physical stress, noise and radiation. OHP conducts hearing tests, blood tests and medical assessments on all staff potentially exposed, in compliance with the Occupational Health and Safety Act 85 of 1993 (OHSA). While the target for 2021 was 832, 620 were considered achievable in terms of available personnel, and 633 were finally completed. In addition, five employees were assessed under the resilience programme, and 27 radiation medical assessments were concluded, all within normal ranges. A total number of 30 employees were assessed for incapacity.

Results for other regular portfolios within OHP improved over the previous year. The annual score for food safety monitoring was 95%, with a microbial overall score of 97% and a housekeeping and maintenance score of 76%. Corrective measures were communicated to the food outlet owners regarding housekeeping and maintenance. A significant increase in the number of official travels was noted in the third quarter of the year after COVID-19 restrictions were lifted. In total, 68 travel health risk assessments were conducted for employees undertaking official international and national trips. As regards event medical risk assessment and resourcing, a limited number of events were managed on all campuses during registration, and no

incidents were reported. The annual influenza vaccination campaign in April/May saw 254 employees opting to vaccinate on campus. The Movember campaign extended invitation to UJ male employees above the age of 35 to have a complimentary PSA blood test, with a total of 181 benefiting from screening for prostate cancer. Contact sessions with Occupational Health clients across all campuses totalled 5670.

The COVID pandemic has confirmed the value and efficacy of the UJ's arrangements re medical response to disaster, through the OHP. The ER24 Emergency Medical Care contract, activated in April 2018, with comprehensive induction, orientation and awareness interventions completed, has resulted in a stable and effective system of work. The Trigger number (010 205 3050) appears on intranet banners and is available to all staff and students. Control rooms and requesting departments/faculties have received posters. Event medical standby services are operational and effective.

PRIMARY HEALTHCARE SERVICE

Primary Healthcare services are primarily directed at students. With campuses reopening for much of the year (having largely been closed during 2020), total consultations at the clinics (staff and students) increased from 2020 to 2021 by 95.4%, with 12758 consultations in total. Consultations were provided by healthcare professionals, mainly the nurses, as the clinic was without a medical doctor until August 2021. Normally, Family Planning accounts for most consultations, but in 2021 consultations for gynaecology related conditions were the highest, at 1416. Other common conditions included those of the Respiratory tract, Eye conditions and ENT/Mouth. Vaccinations were provided to 400 patients by the PHC clinics, representing an increase by 117.4% from the 184 vaccines provided in 2020. With the international and national travel restrictions lifted, Travel health services were accessed by a total number of 194 clients in 2021.

Family planning is normally central to the work of the PHC; but here the pandemic appears to have considerable impact. FP was provided to 1117 clients in 2021, a further drop from the 1827 clients in 2020; clients included both staff and students from across the university. However, emergency contraception (EC), commonly referred to as the "morning after" pill, was given to 216 patients, a very substantial increase from the 58 patients who received it in 2020. 783 patients were tested for pregnancy, with 144 students testing positive, an increase by 65.5% from the 87 students who tested positive in 2020. Of the 144 who were diagnosed as pregnant, 73 were referred for termination of pregnancy. 314 patients were treated for Sexually Transmitted Infections (STIs), a 12% decrease from 2020. Overall, family planning consultations at the clinics have decreased by 69.6% from the year 2017 to the year 2021, accompanied by a 30.6% decrease in sexually transmitted diseases over the same five-year period. This trend appears to indicate a gradual decrease over time in student exposure to risky sexual behavior, with improved consistency in the use of barrier methods such as condoms.

Health promotion activities were largely moved on line. Most educational activities were based on updates and changes related to the COVID-19 pandemic. The UJFM radio and Facebook are platforms regularly used to share health information.

As reported above on the institutional management of the pandemic, much other work of the PHC focused on COVID-19 management, with new targets set and achieved.

THE INSTITUTIONAL OFFICE FOR HIV AND AIDS (IOHA)

The Institutional Office for HIV and AIDS (IOHA) coordinates the HIV/AIDS programme at UJ. It facilitates the implementation of prevention interventions and strategies aimed at reducing new HIV infections and providing holistic service for People Living with HIV (PLHIV) within the UJ community. The core operational functions include HIV prevention through sexual and reproductive health education, peer education, community engagement, mass HIV counselling and testing, and care and support for PLHIV.

In this case too, those aspects of IOHA's work which required in person engagement with clients (such as HIV testing) continued to be negatively impacted by the pandemic, while other work (eg marketing and

engagement) could continue online. In embracing the new normal of online interventions, IOHA noted a very significant impact on public reach: their digital campaigns were clearly having a more substantial impact than face-to-face events, and were being shared with a much larger audience. This will certainly form part of IOHA's planning going forward.

Health Promotion, HIV, TB and STIs Prevention, Care and Support are key to IOHA's work. HIV Testing was still seriously impacted by the pandemic, with only **2 622** people tested (compared to **12 733** in 2019). Although IOHA was able to move the majority of its services and engagements online as the COVID-19 pandemic advanced, this was not feasible for the human-social interaction aspect of HIV testing services. IOHA embarked on a pilot project to introduce online self-screening tools to assist students in finding out if they are at risk for any particular disease or condition. Current self-screening tools are for HIV, TB, STIs, safe sex, stress, mental health, unplanned pregnancy, GBV and substance abuse. Responses were monitored, and referrals were made where any risk was identified. 279 clients completed the online self-screening tools.

HIV care and support programmes ensure that students infected with HIV receive psychosocial support. A total of 26 students were identified as reactive, with 25 of these agreeing to join the UJ Care and Support Programme. The UJ incidence rate remains at 1%, in comparison with prevalence in Gauteng province estimated to be 13,5% (StatsSA). The UJ Care and Support WhatsApp group currently has about 40 members, comprising current students and alumni.

Integrated approaches to campaigns and awareness programmes have been identified as influencing behavioural change among our student community, with edutainment one of the multi-pronged strategies utilised in preventing HIV and AIDS infections. During 2021 approaches included campaigns around a wide range of issues: health and wellness screening, men's health, women's health (ZAZI), LGBTI-MSM, healthy living etc. and social media. The topics discussed included challenging toxic masculinity, gender-based violence (GBV), women empowerment, men's health, cancer, stigma and discrimination, self-love, and social inclusion. IOHA also engaged with the UJ community by means of 14 online webinars during 2021, reaching 34 036 people, and with the student residences by means of health and wellness talks. Monthly updates regarding the IOHA social media platforms (Facebook, Instagram and Twitter) show that the Office continues to have a substantial social media presence, which increases social mobilisation, access to topics and awareness of events. For instance, the total number of people visiting the Facebook page during 2020 stood at 238 012, while in 2021 it increased to 298 409. IOHA posted 476 posts during 2021, with a total post reach/impact of 147 149, compared to 95 728 in 2020. However, numbers for Twitter declined year on year: emphasis will now be placed on the needs of the Twitter market, as compared to Facebook. An Instagram page was launched in June 2021 and already has 325 followers.

HIV curriculum integration is implemented through innovative and participatory approaches to produce AIDS competent graduates and strengthen prevention messages regarding HIV and AIDS, primarily through internships and training workshops. Nine internship students were hosted from the Faculty of Humanities and FEBE. The FADA/IOHA curriculum integration initiative was sustained, with students in the Industrial Design Department required to research, ideate, develop and deliver an informative stop motion video for a social awareness campaign. This project linked to IOHA's 2021 Women's Month campaign advocating for gender equality 'Celebrating Diversity in Women'; the videos were shared via social media throughout Women's Month.

Peer educators continued to play a critical role in supporting the IOHA, and in sharing sexual reproductive health and rights (SRHR) information with their peers on the different platforms of the University community and beyond. At the end of 2021 there were 141 active peer educators. A mentorship programme was initiated this year for new peer educators, after feedback that the new peer educators in 2020 had felt a lack of support due to minimal face-to-face interaction. Their training included a Work Readiness Programme. Much progress has been made in registering the peer education module as a short learning programme (SLP), Peer Education in Health and Wellbeing. In June, the SLP was finally approved



by all relevant committees, and implementation will begin under the aegis of the Faculty of Education next year. In 2021 already a total number of 49 students registered for the module, even though it had not yet been formally approved.

LOOKING AHEAD

The considerable strength within the Registrar's portfolio in the development and use of on-line, technological and automated approaches to academic administration and governance once again proved invaluable during 2021. All portfolio divisions and departments responded with agility and, apart from those interventions requiring face-to-face contact with patients, found ways to take activities online, often with enhanced impact and reach. The expertise available in the campus health departments was of critical importance to the excellent institutional response to the COVID pandemic, which ensured the safety of the vast majority of students and staff and again allowed the academic year to be completed timeously. This level of commitment and expertise will doubtless remain of considerable significance to UJ in the coming year.

The full Annual Reports of the six divisions and units comprising the Registrar's portfolio are appended below, as follows:

- Central Academic Administration (CAA)
- Corporate Governance
- University Secretariat
- Occupational Health Practice (OHP)
- Primary Health Care (PHC)
- The Institutional Office for HIV and AIDS (IOHA)

Prof Kinta Burger
Registrar

LIST OF DEFINITIONS, ABBREVIATIONS AND ACRONYMS

ADAPT IT	Student System Vendor
AIS	Applied Information Systems
APB	Auckland Park Bunting Road Campus
APK	Auckland Park Kingsway Campus
CAA	Central Academic Administration
CAS	Central Application Services
CBE	College of Business and Economics
CEP	Continuing Education Programmes
CHE	Council for Higher Education
DFC	Doornfontein Campus
DHET	Department of Higher Education and Training
FADA	Faculty of Art, Design and Architecture
FEBE	Faculty of Engineering and the Built Environment
FHS	Faculty of Health Sciences
HEDA	Higher Education Data Analyser
HEQSF	Higher Education Qualification Sub Framework
HFA	Head of Faculty Administration
ICS	Information and Communication Systems
IEB	Independent Examinations Board
iEnabler	Web-based Adapt IT System for Applications and Registration
Integrator	Student System
ITS	Integrated Tertiary Software (Student System)
LTT	Lecturing Timetable
MAMS	Management of Assessment Marks System
MIS	Management Information Systems
PwC	PricewaterhouseCoopers
PQM	Programme Qualification Mix
QVS	Qualification Verification System
SAPSS	Submission of Assessment Papers Secure System
SEC	Student Enrolment Centre
SENEX	Senate Executive Committee
SWC	Soweto Campus
TTD	Timetable Department
UG	Undergraduate
UJ	University of Johannesburg
UTC	University Timetable Committee
VR	Virtual Reality

Central Academic Administration (CAA)

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1. OPERATING CONTEXT AND GOVERNANCE

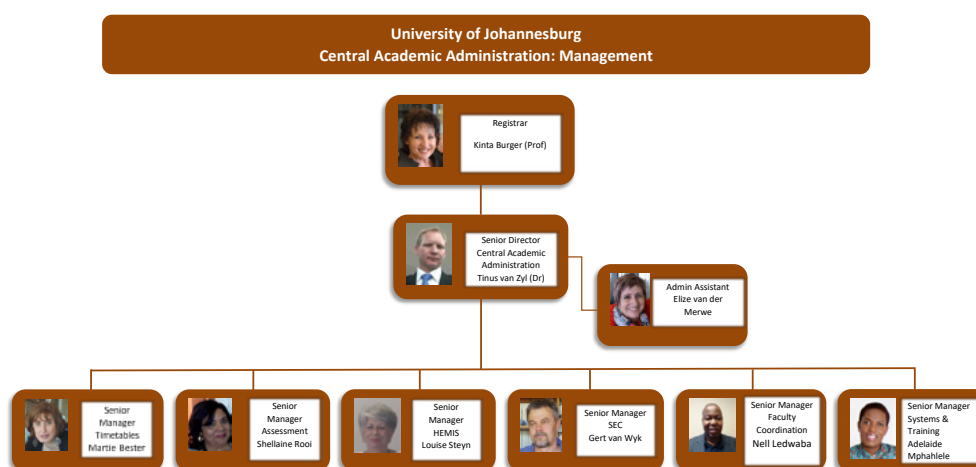
Academic administration refers to the management and governance of the student's academic life cycle, from application to graduation. Central Academic Administration (CAA) operates to enable the University's fitness for purpose and adequate support of its primary academic strategic objectives. The institutional Academic Administration Coordination Committee (chaired by the Registrar) oversees academic administration governance and meets regularly. The following other specialised committees are operational: Admission Committee, Assessment Committee, Registration Committee, Timetable Committee, and Graduation Committee, all chaired by the Registrar. In addition, various specialised operational committees exist within Central Academic Administration to attend to operational matters.

The Senior Director: Central Academic Administration (CAA) reports to the Registrar. Each faculty has a Head of Faculty Administration reporting to the relevant Executive Dean. However, a dual governance system exists, and the Registrar is ultimately accountable for academic administration quality. The annual external student data audit is submitted to DHET via the Registrar's Office. The current student data system is ITS Integrator 4 from Adapt IT, which is integrated with other systems, like the Celcat system for timetable optimisation, Perceptive Content (document management and storage system) and Blackboard (learning management system).

Central Academic Administration governance is divided into the following units: Faculty Coordination (including Academic Structure, Registration Logistics, Certification, Graduations and Alumni), HEMIS Coordinator, Student Enrolment Centre (including Student Call Centre and Student Marketing), Assessment, and Timetabling. The following governance committees report to the Senate Executive Committee (Senex): Admission Committee, Academic Administration Coordination Committee, Registration Committee, Timetable Committee, and Graduation Committee. Each committee operates in accordance with the relevant charter approved by Senex.

Organizational design

The organizational design follows the academic administration life cycle process (Timetables, Assessments, HEMIS, Student Enrolment Centre, Faculty Coordination and Systems / Training) and is as follows:



2. RISKS AND MANAGEMENT OF RISKS

A risk mitigation strategy for academic administration, focusing on the student's academic life cycle, was developed a while ago and has been continually refined based on the effectiveness of risk mitigation strategies. The risks related to academic administration are governed by Central Academic Administration and managed within the faculties and the academic life-cycle based institutional committees reflected in the overview above. The academic administration risks are listed below. Their potential impact on the institution and the effectiveness of the mitigation strategies are reviewed annually.

Coronavirus Pandemic

As in the previous year, every academic administration business process continued effectively and without disruption but with some modifications as needed. A major challenge was the very late release (by almost six weeks compared to previous years) of the final grade 12 results – the new date was 23 February, compared to the normal release date in the first week of January. For this reason, the 2021 academic calendar had to be adapted with two separate academic start dates: the one for senior students (15 February) and the second for first-year students (only on 8 March). It was considered important to start the senior students as soon as possible because it would have been unfair for them to be negatively impacted by the late release of the grade 12 results. For first year students, lost academic time was recovered by means of online intensive revision sessions during the April recess period.

The later release of the grade 12 results created a further challenge because senior students could register and continue with academic activities three weeks before the first-year students. To reserve the spaces for first-year students in programmes, the registration system had to be enhanced to facilitate quotas for the different student categories.

In-person graduations again had to be hosted online for the 14 000 graduates in 2021. To enhance the virtual graduation experience, CAA invited graduates to submit a photo that was embedded into a personal graduation slide for each graduate. Their names and achievements were also announced during the virtual graduation ceremonies.

CAA created an online booking system for collections to assist graduates in getting their certificates. This service allowed graduates to make a booking for a specific date and time to collect the certificate and to bring two guests onto campus for graduation photos, while also having the facility available to hire a graduation gown.

Online assessments also had to be facilitated using two online proctoring (invigilation) systems piloted during the previous year. More than 14 000 students were proctored through the online assessment proctoring systems for their assessments in 2021.

A large number of late enquiries/walk-ins in January

To mitigate any risks related to late applications/walk-ins, the University again decided not to allow any physical walk-ins during the week following the release of the Grade 12 results. Due to the late release of the grade 12 results these mitigating actions were in place from 23 February. To further mitigate the risk of walk-ins, a comprehensive communication campaign was launched to inform prospective applicants of the application deadlines and to inform them that no walk-ins would be allowed on any campus during the registration period.

Immediately after the release of the NSC results on 23 February, UJ calculated the final admission status of applicants and accepted or declined applicants whose Grade 12 results met the final admission requirements. Applicants in all categories were informed of their final admission status through an SMS and email. Application statuses were also available on the UJ home page. All four UJ campuses were closed for the week after the release of the final grade 12 results, and students were only allowed on campus, among other reasons, to submit study visas.

Anybody who wanted to enquire whether UJ still had space available in a particular course or wanted to change to a different course had to use the Late Enquiry System via the UJ website or call centre. This system was made available for five days after the release of the grade 12 results for late enquiries to be processed for all campuses.

The Late Enquiry System incorporates the Grade 12 and IEB results for all provinces for the past nine years. This means that Grade 12 learners only have to submit their ID number for the system to evaluate their enquiry. After submitting an ID number, the Late Enquiry System automatically verifies whether the person qualifies (based on the individual requirements) for any course where there still is space available.

In total, 126 000 people utilised the system, with more than 15 700 able to log a formal enquiry. In the previous year, a total of 91 000 people had used the system, with more than 17 500 being able to log a formal enquiry.

Registration

A medium-risk classification was again assigned to provide heightened visibility and responsiveness by Public Order Policing. Once again, strict access control measures to all campuses were in place during the period following the release of the Grade 12 results in February 2021, while at the same time, adequate support was ensured for entrants who wished to submit late applications, register online and off-site, and have queries answered.

Comprehensive COVID-19 protocols and risk mitigation strategies were put in place for registration, focusing on online services and student safety due to the restricted setups that were allowed. CAA has made excellent progress with the implementation of online registrations and is considered a leader nationally for integrated online applications, late enquiries and registration systems.

- Only online off-site registrations were accepted, with limited resources available on campus for students who did not have access to facilities to register online. (Assisted on-site registrations have decreased dramatically from 40% of the student population a few years back to less than 15% annually).
- More online services were introduced, e.g., for F7 appeal motivations, course changes after registration and sick or special assessment applications.
- Strict access control at campus entrances was implemented, with security vetting stations to assist with enquiries. For 2021, all faculties were again available in these vetting areas to help with questions ranging from possible bursary opportunities to the issuing of official academic records.
- An extended call centre managed more than 98 000 calls during registrations, and the Chatbot assisted with an additional 51 600 application and registration enquiries.
- The online late enquiry system facilitated around 126 090 unique enquiries compared to 91 599 in 2020.

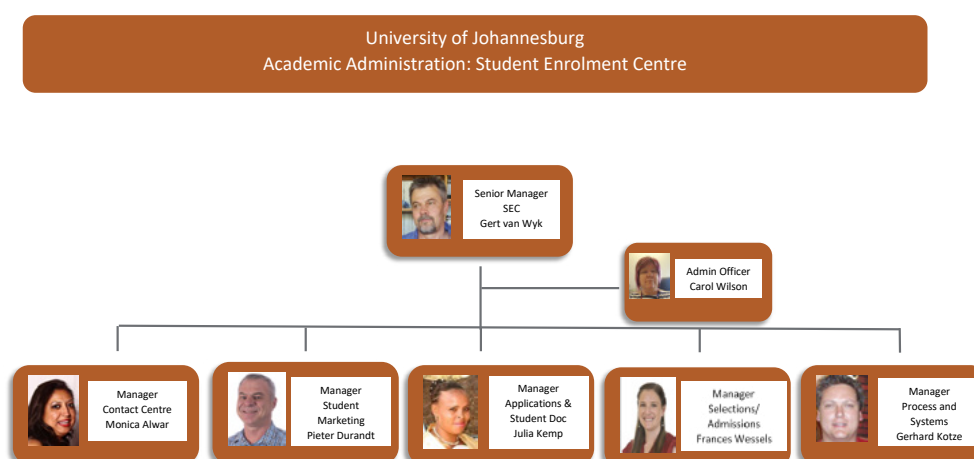
Supplementary Assessments concluded at the end of the year

To conclude the formal academic activities of the year, it was decided to move the supplementary assessments, usually completed in January of the following year, to the end of the same year (the last week of November). This meant that students had already received the outcome of the supplementary assessments before the University closed for the recess period in December 2021.

This academic calendar change created some controversy when consultations with staff started. However, Senate approved it, and it was successfully implemented. This change proved to be very beneficial in terms of students not having to return for assessments early in January (of the following year) and academics having the first few weeks in January (of the following year) available to focus on research activities.

3. STUDENT ENROLMENT CENTRE (SEC)

Below is the organogram for the management team for the Student Enrolment Centre (SEC):



The main objective of this unit is to support effective teaching and learning by coordinating and managing student marketing, applications, selections and the contact centre.

Applications

The university again promoted the use of the online application system using the "No Application Fees Policy", which kept the hardcopy applications to less than 1%. Applicants received an automated response (acknowledgement of receipt) after submitting the application.

Furthermore, the online pre-screening of applicants against their Grade 11/12 results (while they are completing the online application) allowed the applicant to select a qualification suited to their specific results. This pre-screening function indicated when they did not meet the minimum entrance requirements in a chosen programme. Applicants were, however, still allowed to select any qualification of interest during the online application process. This process was improved with the automization of selections from undergraduate applications using the criteria supplied by the faculties.

The number of headcount applicants (including for short learning programmes) in 2021 was 344 767 compared to 268 481 in 2020 and 235 379 in 2019. A database of unsuccessful yet qualifying applicants was developed to use as a 'selection list' in case enrolment targets were not met. Due to the impact of COVID-19, UJ again decided to extend both the undergraduate and postgraduate closing dates for applications by one month each.

CAA was proud to announce the launch of UJ's intelligent digital assistant (MoUJi) in the previous year, which was then enhanced in 2021. The enhanced Chatbot can provide applicants or students with personal details, allow them to view academic and residence admission statuses, and access class timetables, assessment results, and financial statements. Applicants can now also reset their PIN themselves and do not need to phone in to the Call Centre to request this.

To further assist applicants with career guidance during the application phase, the UJ website was enhanced to focus more on essential career guidance. The use of the career guidance system slightly decreased from 8 801 users to 7 674 users in 2021. Although there has been a decrease in the number of users, the career guidance portal still plays an active role in advising many applicants on making career/study choices. UJ will be actively marketing and expanding on the services in the future.

In 2020, SEC implemented policy changes to allow for concurrent selections and admissions of 2021 UG applications. These changes were implemented successfully during the final selection period. In the past, applicants could only be admitted for one programme at a time. However, this change allowed applicants to be admitted for two programmes at a time, enabling them to choose which programme they would like to register for. This enhancement eliminated the delay in the processing of second choices. Once an applicant registers for the selected programme, an automated cancellation of the additional choice takes place to prohibit the student from registering for two options. This is regarded as a very significant enhancement to the final selection process.

These changes were so successful during the 2021 undergraduate application and selection process that they were also approved for implementation for postgraduate applications during the 2022 application and selection process.

Student Marketing

The student marketing function plays a critical role in the University's marketing strategy by creating the required awareness among high school learners of the different qualifications offered by UJ. Learners can then make more informed decisions regarding their career and study choices.

The following activities were planned, but due to COVID-19 restrictions, specific campaigns had to be cancelled while others were very successfully converted into virtual interactions:

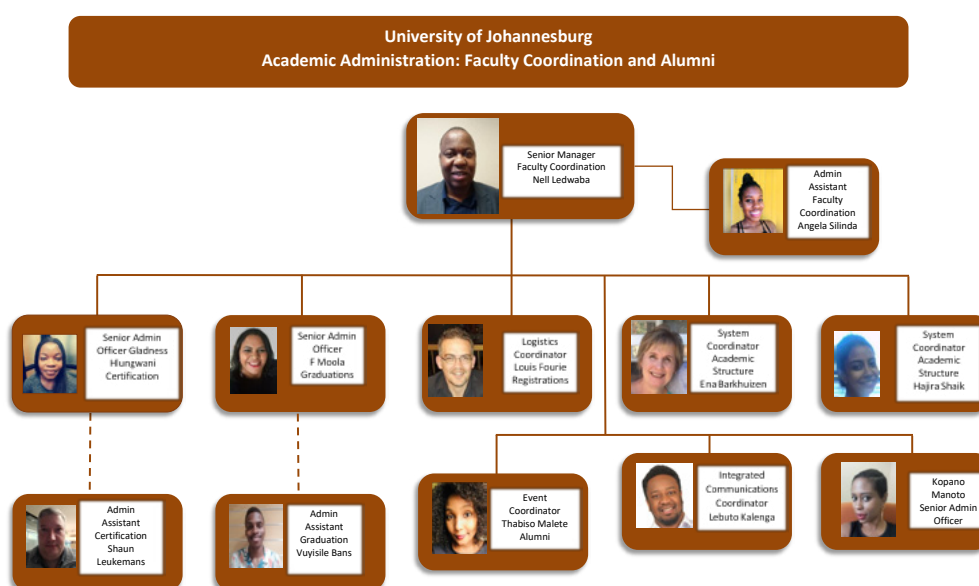
- The Orange Carpet campaign continued on a virtual platform. The orange carpet (top achiever) category of applications increased from 2 653 in 2020 to 3 973 in 2021.
- About 30 virtual seminars/webinars took place for Grade 9s, Grade 11s and Grade 12s, with online attendees having opportunities to interact with presenters by asking questions. On several occasions, specific faculty marketers were also involved in virtual discussions. The number of attendees was excellent.
- The Apply-On-Time and No Walk-ins marketing campaigns continued and were supported virtually.
- The Hamlet, Othello and Macbeth live stage productions (normally hosted at the UJ Arts Centre on the Kingsway campus) had to be presented virtually by streaming films. Podcasts (audio only or audio and visual recording) were also introduced to reach more learners.

In 2021 CAA continued to use digital marketing and virtual engagements on social media. This strategy was elevated through the use of VR (virtual reality) headsets handed out to learners for virtual campus tours of UJ.

Despite COVID and the challenges encountered, SEC successfully concluded all the projects for the year. COVID has forced the department and staff to work outside the normal operational boundaries. As a department, the Student Enrolment Centre adapted very well to the challenges faced in 2021 and executed all the required business processes successfully.

4. FACULTY COORDINATION

Below is the organogram for Faculty Coordination:



Faculty Coordination comprises Academic Structure, Registration Logistics, Alumni, Certification and Graduations. Its goal is to promote good corporate governance and to ensure effective coordination of academic administration activities between operational departments, faculties and the College.

Registration

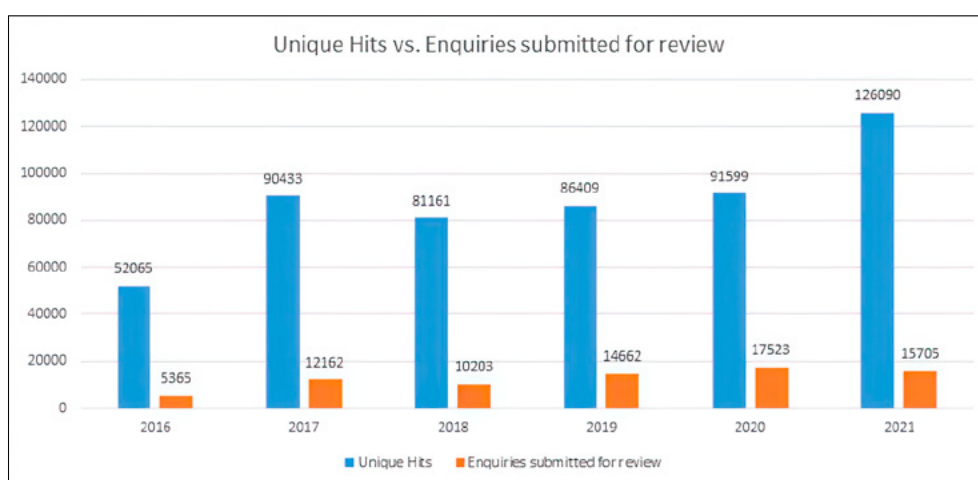
During registrations, the call centre (with 70 additional temporary agents) assisted with more than 98 000 calls (compared to 103 000 in 2020 and 130 000 in 2019). The University again utilised the services of a chatbot to assist with general enquiries. The chatbot successfully helped with 51 600 questions ranging from enquiries related to NSFAS, applications, late enquiries, residences and registrations (compared to 30 000 the previous year). During working hours, the extended call centre also assisted students with personalised enquiries in real-time through the online chat system. Call centre operators assisted with almost 15 000 email requests (compared to 14 000 in 2020) and more than 21 000 online registration (in-person) chat enquiries (compared to 19 000 the previous year).

"No on-campus assistance" for late applicants or enquiries was again in place for January, and anybody who wanted to enquire whether UJ still had a space available in a particular course or wanted to change to a different programme had to use the Late Enquiry System. Due to resource constraints in the past, this system was hosted in the cloud by AdaptIT for 2021. The system was made available from 23 February (for five days) until 28 February. On Monday, 29 February, all Late Enquiry applicants were notified of the outcome of their enquiry, to allow them to finalise their registrations by the end of the week.

The Late Enquiry System incorporates the Grade 12 results and IEB results for all the provinces for the past nine years. This means, Grade 12 learners only have to submit their ID number for the system to evaluate their eligibility. After submitting an ID number, the Late Enquiry System automatically verifies whether the person qualifies (based on the individual requirements) for any course where there still is space available. The system was enhanced with a pin verification process for applicants with valid student number and also do not display the full personal information back to the person submitting the enquiry.

In total, 126 000 people utilised the Late Enquiry System, with more than 15 700 being able to log a formal enquiry via our online system, compared to 91 000 users the previous year, with 17 500 being able to log an enquiry. In 2019, more than 86 000 people used the system, and 14 600 were able to log an enquiry. See graph 1 for a comparison of late enquiries from 2016 to 2021.

Graph 1: Unique number of visits on the Late Enquiry System (2016 to 2021)



UJ successfully mitigated all the registration related risks and reached all the enrolment targets set for registrations according to the enrolment plan. A student satisfaction rate of 80.84% was achieved for registration, indicating that students are satisfied with the process and support. Due to the impact of COVID-19 on teaching and learning, academic regulations were amended to temporarily allow all programmes to be offered online without significant changes affecting the academic structure. Some leniencies in the calculation criteria for faculties were also approved, with some modules moving from final summative assessments to continuous assessments. This concession of being offered online was also extended to contact based short learning programmes.

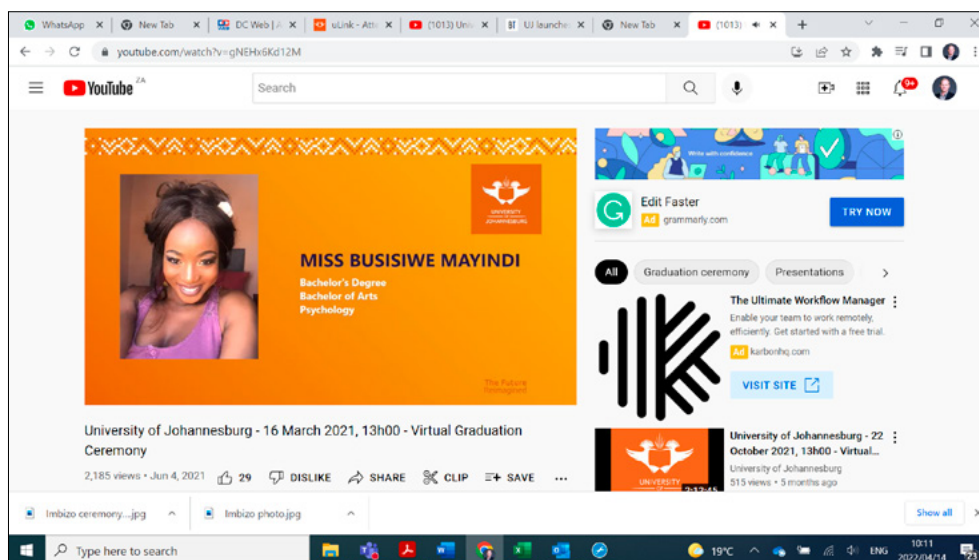
UJ launched a number of online programmes between 2017 and 2021, and significant system developments were made to facilitate the online registration model of six intakes a year. In the coming few years, additional online programmes will also be launched, and CAA will continue developing and integrating systems to streamline and improve our online services.

The UJ Chatbot was again integral in successfully managing the demand relating to the increased application and registration enquiries in January 2021.

Graduation and Certification

Because of COVID-19 restrictions on gatherings, in-person graduation ceremonies had to be cancelled and postponed again for the year. To allow graduates access (as soon as possible) to their digital certificates, to assist them in seeking employment or applying for further studies, virtual graduation ceremonies were hosted for more than 14 000 graduates. The virtual ceremony format was that of a pre-recorded celebration video in which the VC awards the qualifications in absentia.

A noteworthy improvement to the virtual graduation ceremonies was the inclusion of each graduate's photo to create a personalized UJ graduate slide with the photo along with the name and qualification detail. The slide was also paired with an audio introduction of the candidate's name and surname. The slides were combined with the welcome video message by the Vice-Chancellor and faculty introduction by the Executive Dean, and ended with the Chancellor's message of congratulations to form a Virtual Graduation ceremony video. Additionally, doctoral candidates' supervisors were recorded reading the laudation for each candidate, and this was included in the video after the respective candidate's slides.



Example of the personalised virtual graduation slide for each graduate

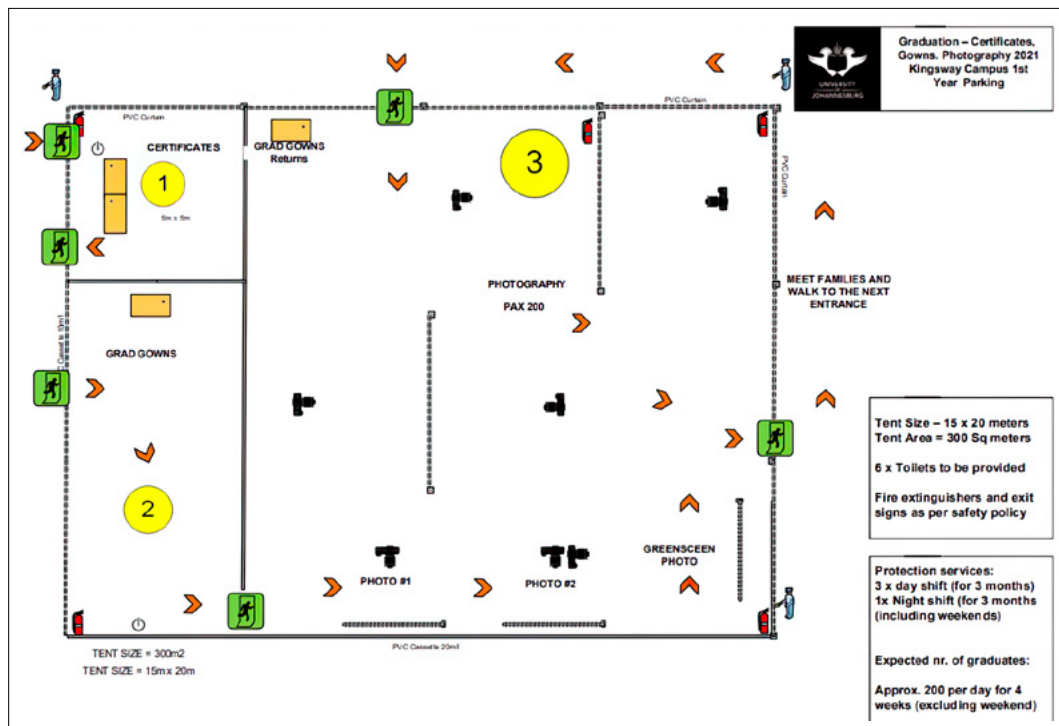
The University is still planning in-person celebrations at a later stage, which will be facilitated within the government regulations for the pandemic.

System enhancements were made to the ITS option for the bulk update of graduation ceremony information. Where larger qualifications would previously have needed to update the new date and time manually per student number, it is now possible to select per qualification code and by surname, with alphabetical selection. This reduced workloads for faculties drastically.

CEP (Continuing Education Programmes) whole programmes have been incorporated into the central planning process for graduation ceremonies. MEC also decided that CEP whole programme graduates will be included in the official definition of Alumni (excluding Convocation membership) and this has assisted in coordinating Alumni activities and communication.

The distribution of certificates was again centralized in 2021 for the 14 000 new graduates. A certificate collection facility, with social distancing protocols in place, was set up on campus. The number of certificates collected since the start of the project was more than 9 200 (compared to 6 000 certificates collected in 2020). The certificate collection point also included the suppliers of graduation gowns. Graduates were afforded the opportunity to take professional photographs in academic attire at the facility with two guests. 120 appointments per session, with two sessions a day, were made available to graduates.

Digital certificates were made available on the digital certificate platform, long before the virtual graduation ceremonies were released. The use of the digital certificate platform increased from 13 000 users in 2019, and 30 000 users in 2020, to almost 50 000 users in 2021. The number of certificates couriered in 2021 was 484 and additional resources were assigned from the Graduation Office to assist in the Certification Office to manage the daily online bookings and collections of certificates.



Process Flow: One Stop Certificate Collection and Graduation Photo Marquee



A graduate collects her certificate

External auditors again performed the annual compliance audit to verify whether all certificates issued had been duly authorised. No exceptions were recorded, as has been the status quo for several years now.

Curriculum audit application

The application was designed to monitor and maintain good governance within the CAA domain for electronic sign-off on qualification calculation criteria. The application were split into two parts for ease of use due to the complexities that arose with service modules and the different intervals of sign-off. This split has proven to be effective for faculties and CAA. Progress and statistics on the Qualification sign-off can be viewed on the HEDA Dashboard (see screen below). In total almost 5 000 active modules have been signed off on the application for 2021.

HEDA dashboard for the Curriculum Qualification Verification system

Enrolment management

Enhancements to the enrolment target system have been implemented in 2021 for the 2022 enrolment period. The system will actively monitor the F (First time entering) and O (Other, made up of the rest of the students e.g., transferring and continuing students) categories on a local and international level. The system is integrated with the institutional enrolment plan and caters for the registration quotas on a cluster (grouping of qualifications) and individual qualification level. This system will assist faculties greatly to limit the risk of over-enrolment in specific categories during registrations.

Alumni

The sixth and seventh editions of the digital *Alumni Impumelelo* magazine were delivered in 2021, which shared success stories of illustrious alumni and also valuable insights into the pandemic and how the University has successfully moved to online teaching and learning while managing the risks.



The two new editions of the Alumni magazine

The Alumni Office uses the iEnabler database system for recording and updating the alumni data. This new integrated ITS system assists the office with data management and allows alumni to update personal contact details without needing to request details to be updated manually by the biographics department.

The UJ Alumni office provides various benefits to alumni which include library access, gym membership, free tickets to university events (e.g., sports, arts and culture), discounts to advertise on UJ FM and booking the UJ Island for events. These benefits are continuously revised, and a membership scheme will be implemented in 2022 with different tiers and related benefits.

Alumni Connect is a high-tech, online platform to facilitate engagement among alumni, inter alia, the mentoring of recent UJ graduates by fellow alumni. The system also enables affinity groups and chapters to re-connect with classmates (locally and abroad), receive news and event updates, as well as ongoing educational opportunities and employment offerings. The platform is fully integrated with social and professional networks and enables graduates to expand their networks and grow a culture of giving back to their alma mater in the form of mentoring assistance. The current total number of alumni registered on the Alumni Connect platform is 6795, which includes 1762 mentors willing to mentor young alumni.

Social media channels and virtual experiences were used extensively by the Alumni Office to bring our alumni community together during the global pandemic. Many of our in-person events were successfully offered as webinars or as interactive virtual events. The 2021 AGM of the UJ Convocation was again successfully held online. Listed below are some of the major events held in 2021:

DATE OF THE EVENT	EVENT OR ACTIVITY
18 February 2021	Conversation with the Executive of Convocation
7 May 2021	Conversation Series Sharing Solutions
18 May 2021	Money Matters: Building a healthy relationship with money
20 May 2021	Artificial Intelligence in Audit
24 August 2021	Unpacking the Women's voice and management of their talent in the ICT world.
22 September 2021	Alumni and Industry Evening
29 September 2021	Gauteng Alumni Chapter Launch
13 October 2021	UJ Convocation Annual General Meeting (AGM)
25 October 2021	Retiring Academics Luncheon
11 November 2021	UJ USA Alumni Chapter Engagement

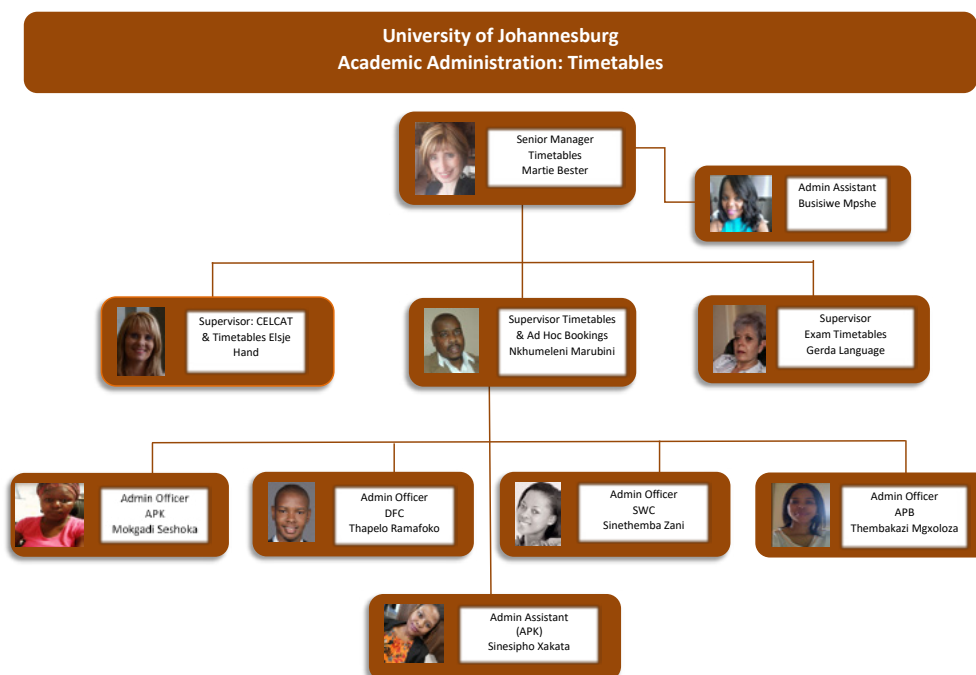
With all the challenges faced, the Department was still able to execute all the projects with great success. The online booking system for collecting certificates, hiring graduation gowns, and taking graduation photos was a huge success, and the enhanced virtual graduation ceremonies with personalised photo slides also received very positive feedback from the UJ community.

5. TIMETABLES

The organogram for the Timetable Division is shown on the next page.

The main objective of this Department is to support effective teaching and learning by managing, improving and optimising timetables via effective and streamlined processes with good governance.

Due to COVID-19, UJ decided early in the pandemic that the campus lecturing, and assessment timetables should remain in place for the rest of the academic year (in 2020 and 2021), regardless of the move to online teaching and learning. This strategy proved to be an effective way of ensuring that online academic activities did not overlap, nor final assessments clash during the year



The key priorities for 2021 were:

- System integration and enhancements:
 - CELCAT and ITS Integrator 4 “Web Services” interface for daily scheduled automatic updating of lecturing timetables to the student system.
 - Implemented an alternative to the local software programme for the group quota bulk upload programme, resulting to a cost saving for UJ.
 - Implemented a new option to update data from CELCAT linking the timetable groups to specific qualifications (with/without student surnames), to ensure no lecturing timetable clashes during registration.
 - CELCAT software enhancements, for example to add a “button” for better venue overflow monitoring, including real student counts. This development was delivered to UJ free of charge, due to Ms E Hand presenting a session at the CELCAT Online International User Group Conference in November.
 - Various enhancements to Business Intelligence reports to manage the timetable business processes better.
 - Enhanced HEDA Reports, for example the minimum time-footprints for modules and curricula, to assist with the consistent management of programmes on a timetable level.
 - Perceptive Content System for document routing of UTC requests for timetable changes to be fully utilised and further enhanced where necessary.
 - Implemented CELCAT templates created to be used for bulk uploading of yearly venue blocks for CAA activities, such as registration, examinations.
- Streamlining and documenting all timetable related business processes, as per new enhanced software and processes.
- Timetable stability and improved timetable reporting via CELCAT, Business intelligence (BI) reporting, HEDA system and ITS Integrator 4.

All projects were completed successfully.

Bunting Road Campus (APB) – Lecturing Timetable re-optimised

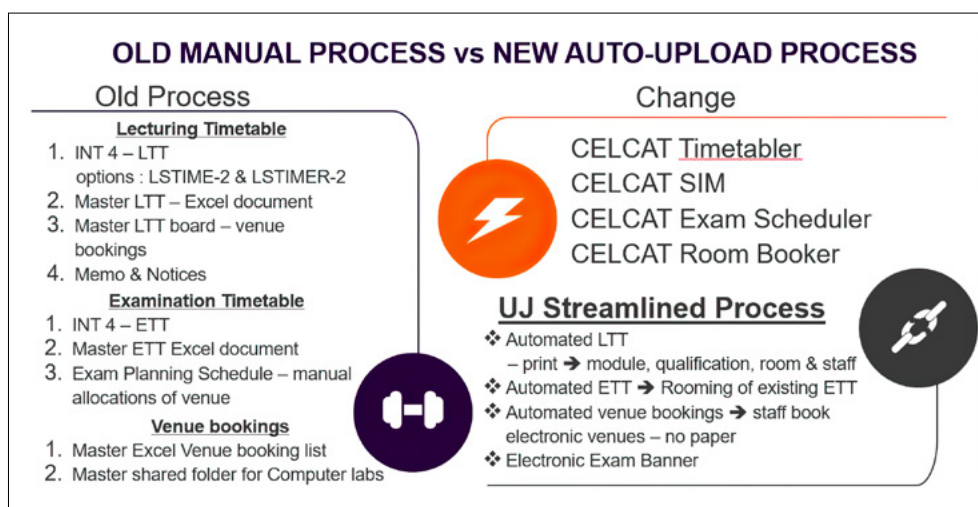
The CELCAT scheduling system has been utilised to optimise all campuses’ lecturing timetables on a rotational basis over the last few years. In 2021 the APB lecturing timetable was re-optimised from a zero base for

implementation from 2022. A manual refinement process, plus a consultation process with departments and faculties, followed, during which further adjustments were made before the timetable was finalised and signed off by all stakeholders. This comprehensive project was concluded successfully as per due dates. The Soweto campus lecturing timetable will be re-optimised in 2022 for implementation in 2023.

Systems Integration process

The most outstanding achievement of 2021 was the successful implementation of the daily automated lecturing timetable data uploads from the CELCAT databases (master lecturing timetables, one per campus) to the ITS Integrator 4 student system. This was a significant achievement due to the complexity and technical challenges and a first for any South African and African University.

The CELCAT software was successfully upgraded to V8.2 R3 in May 2021. The next CELCAT software upgrade is planned for late March 2022.



Risk Mitigation for December 2021 Supplementary Exams

Due to the significant change to the 2021 Academic Calendar, with the year-end supplementary (SSA) assessments scheduled to start one week after the end of the November main assessment, the following risk mitigation strategies were implemented to counteract the effect of possible late student registrations for this assessment opportunity. Firstly, module assessment papers scheduled late in the main assessment period were moved to later dates during the Supplementary assessment period; secondly, the complete December supplementary assessment timetable was uploaded to the UJ Web.

The screenshot displays the CELCAT timetable system interface. It features a main grid with columns representing time slots (e.g., 08:00-09:00, 09:00-10:00) and rows representing different exam sessions or modules. Each cell in the grid contains text indicating the course code (e.g., INT4001, INT4002) and the room assignment (e.g., BLOCK F ROOM 1, BLOCK F ROOM 2). On the left side, there is a sidebar with a tree view showing the structure of the timetable, including categories like 'Lecturing Timetable' and 'Examination Timetable'. The top of the interface shows various system menus and status indicators.

The CELCAT timetable system

Lastly, in collaboration with the Assessment Division and the Business Intelligence (BI) Team of ICS, two new BI reports were developed to “warn” students of their upcoming supplementary opportunity in time. The first report is an automated email sent to the student at the point where the marks are uploaded. The specific result codes direct the student to the complete supplementary assessment timetable on the UJ Web. The second report is an automated email sent to students after registration for the supplementary assessment opportunity, which informs them of their upcoming supplementary assessment opportunity and directs them to their personalised timetable on uLink.

Exam Timetables and Calculation Criteria

Due to the impact of the pandemic and the move to mostly online assessments, many modules were changed to CE (continuous assessment) or to CD (“hybrid” continuous assessment) module types via bulk data updates to the calculation criteria data fields on the academic structure. This causes some challenges with regard to being able to import the real student registrations for these modules into the CELCAT Exam Scheduler database, which is required for exam timetable and venue optimisation. Due to this situation and to the uncertainty regarding the COVID-19 situation expected for 2022, in May 2021, the UTC (University Timetable Committee) decided to keep the exam timetable 2020-2022 (generated from a zero-base in 2019) in place for 2023; this would only be re-optimised in 2023, for 2024 implementation. There were no significant risks associated with this decision.

During 2021 the Department was involved with the project driven by the academic structure subdivision of CAA, with regard to the development of an eForm on the Perceptive Content document solution system for automated routing of requests for calculation criteria changes, as well as compiling a user manual. This project was successfully completed and the eForm implemented.

The Department also assisted with the project driven by the Senior Manager: Systems and Training, together with the Solution Delivery Team, for implementing an online application system and process for students to apply for replacement/sick exams and F7 (academic exclusion) appeals.

When it became known that the SA Municipal Elections would take place on Monday 1 November 2021 (and no longer on Wednesday 27 October during the UJ study break) the department started investigating alternative dates for the exams scheduled for 1 November, inter alia by analysing the student exam paper spread reports, to identify the least disruptive solution with the least negative impact. In collaboration with the Registrar and Faculties, it was decided to move these exams to Tuesday 26 October 2021 (during the year-end study break). Notifications were sent to all affected students warning them of the exam date change. Deans were also requested to alert lecturers not to cover new content for these modules during the last few days of the second semester.

Exam venues were optimally assigned for all six exam opportunities of the year via the automation function of the CELCAT Exam Scheduler, for modules which had MEC approval for onsite exams. The full-integration process for incorporating scheduled exams on the four campus-based CELCAT lecturing timetable databases, to activate the CELCAT Room Booker for client venue bookings, was re-instated from the June 2021 exam period, after not being used in 2020 due to the very few onsite exams in that year.

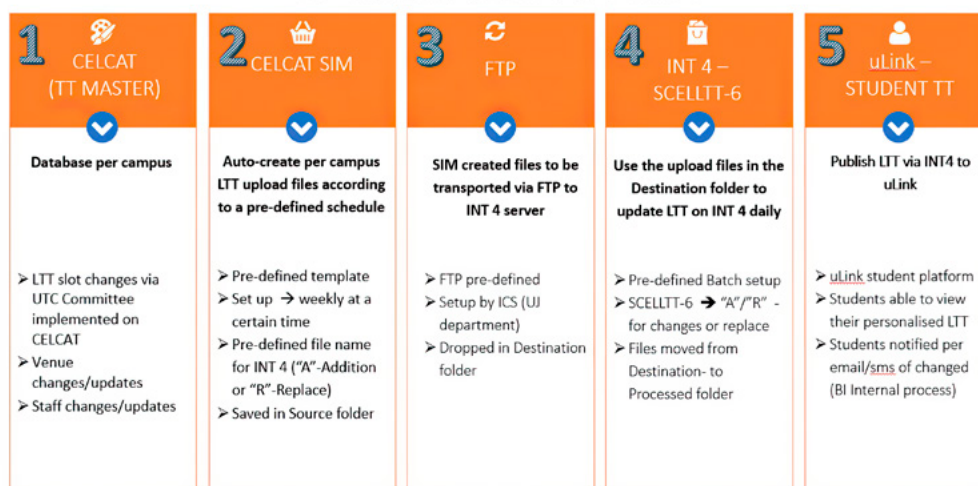
CELCAT Room Booker for client ad hoc venue bookings

Due to the varying lockdown alert levels related to the pandemic and the associated maximum venue-usage capacities, the booking system's room layouts had to be re-calculated and re-imported into the CELCAT Live System on numerous occasions throughout 2021. For optimum social distancing space availability, the Timetable Division would calculate the venue capacities at 40% of real capacity, capped at the relevant maximum number as per the latest national regulations. For tests/assessments scheduled on campuses, the number of invigilators was added to the number of students per venue to ensure that the total number of persons per venue would remain at or below the maximum regulated venue capacity.

Lecturing Timetables, and Online Teaching and Learning in 2021

As per a management decision of early 2021, most teaching activities were delivered to students online. This meant that venues assigned to 2021 lecturing timetables (e.g., classes, practicals and tutorials (C/P/T) were moved to “virtual venues” on the student system, with the description “online teaching” linked to these), for display on students’ personalised lecturing timetables.

UJ TIMETABLE PROCESS



To further complicate matters, first year students could only start registering at a late stage in 2021, because the Grade 12 results were delayed due to the impact of the pandemic. This meant that first year students only started with their academic activities three weeks later than the senior students.

Most of this Department’s existing business processes were reviewed, enhanced where possible, and updated during 2021. All were also duly documented for publication as standard operating procedures and workflow diagrams.

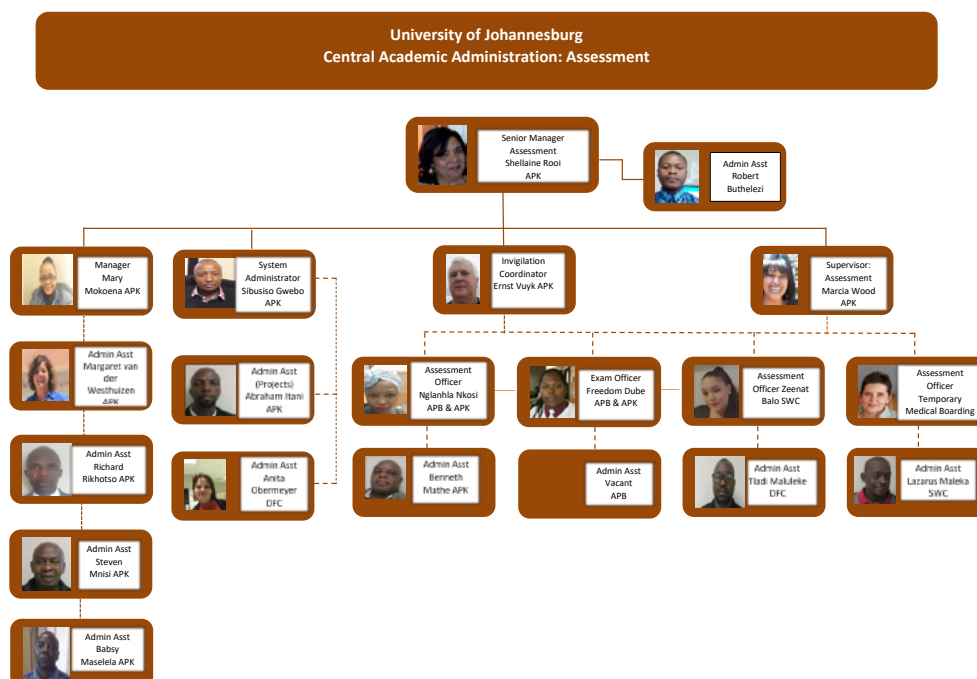
Challenges experienced in 2021 for the Department were mostly related to the pandemic and its impact on the university’s modes of teaching and learning, as well as on assessments (continuous assessments, exams, and tests). The Department had to keep careful track of modules with MEC approval for onsite teaching and learning (lectures, practicals, tutorials, and tests) and final assessments (exams) during 2021. The ongoing issues with ESKOM load shedding also brought about challenges as to whether those students writing online assessments would be affected (e.g., insufficient Wi-Fi connectivity, devices with limited battery life, etc.). It was arranged that students could make use of ‘Open computer labs’ on campuses for writing online assessments.

Much of the overdue and necessary venue maintenance and Audio-Visual upgrading in teaching venues could be completed during the year, due to venues being available for most of the time. The Department successfully completed all the projects and met all the performance targets under the difficult circumstances brought about by the pandemic.

6. ASSESSMENTS

The organogram for the Assessment Department is shown on the next page.

The main objective of the Department is to support effective teaching and learning by coordinating and managing formal summative assessments between faculties via effective and streamlined processes with good governance.



Due to the extended impact of the pandemic into 2021 on in-person assessments and the move to online assessments for universities, UJ implemented two online proctoring systems and utilised these during 2021. The two systems used were Proctorio and The Invigilator App. These online proctoring systems assisted with the integrity of assessments for more than 14 000 students during 2021.

The Management of Assessment Marks System (MAMS), Submission of Assessment Papers Secured System (SAPSS), and Online Declaration of Confidentiality and Conflict of Interest were implemented and enhanced over the last few years. These systems have increased the governance of assessments, marks and assessment logistics while reducing the risk of storing assessment papers.

The following two significant developments were concluded on the MAMS system and will be fully implemented in 2022 with the return of more on-campus assessments. The first development is the similarity index report, which will inform the HOD (and Assessment Department) as to similarities between the three papers submitted by an academic. The second development is the automated randomisation of the three papers submitted. In terms of this, the system will decide which papers will be written for the main, supplementary and special assessments.

The Assessment Department is also in the process of implementing a central control room to monitor online assessments and to enable video invigilation surveillance during in-person assessments

An online invigilation request form was implemented during 2021 and proved to be very effective. Due to resource constraints, ICS could not conclude the development of the online venue inspection forms, which will be prioritised for 2022 developments.

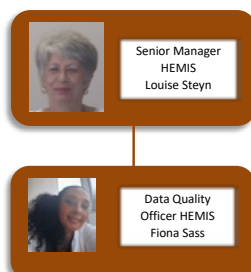
The Postal Services office of the University was also relocated to a better-suited venue on APK. They have seen a marked decrease this year in posts and courier-related items due to the pandemic.

7. HEMIS

The organogram for the HEMIS Department is shown on the next page.

The main objective of this Unit is to coordinate and manage the submission of the HEMIS reporting data and to ensure good governance in terms of the data elements used on the various operational systems.

University of Johannesburg
Academic Administration: HEMIS



Statutory Reporting

No fewer than seven HEMIS databases were submitted to DHET in accordance with the annual timeframe set by DHET. In addition to the mentioned submissions, a comprehensive report on Teacher Education Headcount-Enrolments, Full-Time-Equivalent's (FTE's) and graduates was again compiled and submitted, as required by the DHET.

Governance and data quality

In order to align the business process and improve governance, a number of training sessions were scheduled as well as a HEMIS masterclass which were facilitated by an external HEMIS specialist. This masterclass was very insightful and well attended. This masterclass session will be scheduled as an annual event in future.

HEQSF PQM

Both the HEMIS office and the Centre for Academic Planning and Quality Promotion are constantly reviewing the HEQSF PQM to improved data governance and quality. Online and CEP programmes are also being aligned to the governance process of subsidised programmes to improve service delivery and data quality.

Audit Findings: Student Data

Even though the shape and size of the student database increases year on year, only one fatal error was noted. There was only one finding recorded for all the data elements tested. This is a positive outcome. Data warnings have been reviewed in consultation with the faculties and other relevant departments, to verify current data elements and to improve on data governance.

Comparison with previous years:

The findings of the previous seven student audits are as follows

- 2012 Exceptions: four (one on course file, one on qualification file and two on credit value file).
- 2013 Exceptions: five (one on course file and four on student file).
- 2014 Exceptions: three (three on course file).
- 2015 Exceptions: three (three on student file: one Grade 12 Certificate and two on first major area of specialization).
- 2016 Exceptions: three (two on module credit value file and one on student file).
- 2017 Exceptions: four (one on qualification file, one on credit value file, one on student file (first major area of specialization) and one on course registration file).
- 2018 Exceptions: two (one on course credit file and one on course file).
- 2019 Exceptions: one (one on course credit file).
- 2020 Exceptions: one (on the course credit file).

The student data reflects a high standard in terms of quality and reliability. The one student data exception was acceptable relative to the size of the database and had no financial or reputational risk.

8. SYSTEMS AND TRAINING

The main objective of this unit is to support effective teaching and learning by implementing and managing academic administration system developments. Offering continuing training to all internal stakeholders on the use of the student administration systems is also part of responsibilities of the unit. The unit consist of a Senior Manager (Ms Adelaide Mphahlele) who reports directly to Senior Director of CAA.

Due to the continuing pandemic, UJ decided again for 2021 that academic activities would continue online; this meant that CAA had to make sure that all academic administration processes could take place online. The main objectives for the systems and training unit for 2021 were: to make sure that all staff training takes place online; that new systems are developed to make sure that students are catered for online; and lastly to ensure that all existing administration systems are working well, so that the academic administration of the institution continues to be executed effectively.

Key priorities for the period

Key priorities included the development and implementation of two critical student administration systems, to assist students to apply online for both Sick/Deferred examinations and F7 (academic exclusion due to poor performance) Appeal Applications.

Sick/Deferred Exam Application system

This is the system where students are able to apply for a sick/deferred exam when they miss an examination. Prior to the pandemic, this was a manual application where a student would go to the faculty get a paper-based form, fill it in and attach the sick note to substantiate the reason for missing the examination. The faculty would then accept the form, review it and decide whether to approve or decline the application.

With the onset of the pandemic, this was no longer feasible because both students and staff were no longer on campus. CAA in conjunction with ICS gathered the requirements from the faculties and created a system whereby the student can easily apply online for the sick examination. The application for the sick exam was then moved from manual to online, allowing students to apply for the sick/deferred exam at their respective place of residence without the need to come to campus.

Once the application is submitted, the application then appears on the faculty Dashboard where the allocated faculty officer sees the application, opens it and the supporting documentation and decides whether to decline or approve the application. Once a decision is made by the faculty, an automated email is sent to the student to inform him or her of the outcome of the application.

This system works very effectively and also keeps an audit trail of the whole process so that, should at a later stage proof be needed, the faculty can extract such from the dashboard.

F7 Appeal Application System

The F7 Appeal system was also moved online, whereby the student could apply for the F7 Appeal and attach supporting documents. Once submitted, the faculty/college receives the application in their dashboard. These applications then serve at the F7 Appeal committee. Once the committee has decided on the outcome, the faculty uses the online dashboard to commit those decisions. Automated emails are also sent to the student to inform them of the outcome of the appeal. Again, these decisions and documents are on the system for any future referral or audit needs. This system is another of those that came to being in response to the need to manage more manual processes online during the pandemic.

The System and Training unit continually provides training to university staff on the use of academic administration systems. A number of “master class” sessions were organised throughout the year with various Departments within CAA, which presented their business processes to the stakeholders. The master classes are normally linked to the critical business processes that needs to be executed during a certain period (Registration planning, Applications and Selections or signing off of the Academic Structure).

Some of the projects planned for 2022 include the development of the Credit/Exemption Module Application system for students, and moving all training materials to the Blackboard environment. Short tests will also be linked to the online training material. This will assist with assessing whether staff understand the training presented and guide process managers on system access requests.

9. EMPLOYEE PROFILE

From the 86 permanent staff members in the department:

- 67% fall under the age of 50.
- 87% hold an after-school qualification.
- 76% are from designated groups.

Total Percentages per Race and Gender:

RACE	GENDER	TOTAL	%
African	Female	27	31.40
African	Male	21	24.42
Coloured	Female	10	11.63
Coloured	Male	1	1.16
Indian	Female	6	6.98
Indian	Male	0	0
White	Female	14	16.28
White	Male	7	8.14
GRAND TOTAL		86	100.00

10. APPOINTMENTS, RESIGNATIONS AND SUCCESSION PLANNING

The following staff members resigned during 2021:

RESIGNATIONS			
SURNAME	NAME	DEPARTMENT	DATE
Gwebu	Sibusiso	Timetables	Aug-21
Nyirenda	Gift	Assessment	Jan-21
Petersen	Leigh-Varndre	Contact Centre	Oct-21
Segami	Thabang	Selections – PG	Feb-21

The following staff members were appointed:

APPOINTMENTS			
SURNAME	NAME	DEPARTMENT	DATE
Xakata	Sinesipho	Timetables	Nov-21
Gwebu	Sibusiso	Assessment	Sep-21
Moloi	Tebello	Contact Centre	Sep-21
Jobson	Sean	Selections – PG	Sep-21
Silinda	Angela	Faculty Coordination	May-21

The following staff members were in the process of being boarded:

BOARDING			
SURNAME	NAME	DEPARTMENT	DATE
Olsen	Sam	Contact Centre	Ongoing
Du Plessis	Elaine	Assessment	Ongoing

The following staff members went on maternity leave:

MATERNITY LEAVE			
SURNAME	NAME	DEPARTMENT	DUE BACK
Mashele	Lebo	Selections	May-21
Kekana	Khutso	Student Marketing	Aug-21
Thabiso	Malete	Faculty Coordination	Jan-22

Deceased

No deaths recorded in the department.

Retirements

No retirements recorded in the department.

Long Service Awards

The following staff members received Long Service Awards.

NAME	YEARS
Nkhumeleni Marubini	10
Keshmita Sogan	10
Althea Swarts	15
Sharon Sipiwe Tshabalala	15
Louis Johannes Fourie	20

NAME	YEARS
Sharon Sylvia Koeberg	20
Lesego Legoete	20
Logambal Padayachee	20
Gerda Language	25
Gert Johannes Van Wyk	30

11. STAFF DEVELOPMENT PROGRAMMES AND INITIATIVES

Due to the COVID-19 pandemic and the restrictions placed on gatherings, no in-person team building or staff development/training sessions could be executed. However, many staff attended the online training sessions arranged by Human Resources on a monthly basis.

The following employees were registered for formal qualifications:

ASSESSMENTS		
EMPLOYEE NAME	QUALIFICATION	STATUS
Z Baloi	Honours in Public Management & Governance	In process
S Gwebu	Postgraduate Diploma in Business Administration	In process
S Rooi	Higher Certificate in Local Governance & Management	Completed
STUDENT ENROLMENT CENTRE CENTRE		
EMPLOYEE NAME	QUALIFICATION	STATUS
O Gumede	B Com Honours in Information Technology Management	In process
A Kalanie	Diploma in Transport Management	Obtained
T Moloi	BA Engineering and Mechanical Engineering	In process
L Moodley	BA Honours in Counselling Psychology	In process
K Kekana	Advanced Diploma in Brand Management	In process
S Botes	Higher Certificate in Business Management in Project Management	Obtained
D Chauke	Masters in Sustainable Urban Planning and Development	In process
A Homann	Higher Certificate in Business Management in Project Management	Obtained
D Maluleke	National Diploma in Transport Management	In process
S Mazibuko	Advanced Certificate in Local Governance and Management	In process
Q Mogoai	BSc Informatics	In process
L Ngwenya	Masters in Sustainable Urban Development	In process
D Sekgale	Masters in Operations Management	Obtained
A Swarts	Higher Certificate in Business Management in Project Management	Obtained
S Tshabalala	MPhil Engineering Management	In process
S Jobson	PhD Metallurgical Engineering	In process
FACULTY COORDINATION		
EMPLOYEE NAME	QUALIFICATION	STATUS
V Hlungwani	Advanced Certificate in Local Governance and Management	Obtained
V Bans	Masters of Comparative Education	In process
F Moola	Diploma in Office Management and Technology	In process

K Manoto	Higher Certificate in Information Technology	In process
N Ledwaba	Doctor of Business Administration (DBA)	In process
TIMETABLES		
EMPLOYEE NAME	QUALIFICATION	STATUS
B Mpshe	BCom Human Resource Management	In process
T Mgxolozza	Advanced Diploma in Business Management	In process
S Xakata	BSc Honours in Applied Mathematics	In process
N Marubini	Higher Certificate in Business Management	In process
M Seshoka	BCom Honours in Financial Modelling	In process

12. STRATEGIC GOALS

The following strategic goals were set in 2020 and slightly revised in 2021.

Two-year timeline:

- Life cycle workflow mapping and gap analysis.
- Development of systems for integration, monitoring and reporting.
- CAS implementation – Staff and structure impact.
- International and Postgraduate student focus.
- Improving the central support for SLP's.
- Fully embracing digital marketing strategies for the Student Marketing and Alumni Departments in CAA.
- Virtual invigilation and proctoring on any device (including cell phones).

Five to ten-year timeline:

- Improved integration of systems: e.g., Blackboard, ITS, HEDA, CELCAT, MAMS, Perceptive Content.
- Smart Campus solutions and access control (venue usage and monitoring).
- International and Postgraduate student focus.
- Registrar's IT support section.
- Possible new Student Management System/s.
- Larger online student population to be supported (possible 20 000 online students to be supported in 5 years' time).
- More centrally driven government services (e.g., NSFAS and CAS).
- Supporting a different "breed" of student who is technologically advanced and has instant (online or off-campus) needs.

13. RESOURCE MANAGEMENT AND SUSTAINABILITY

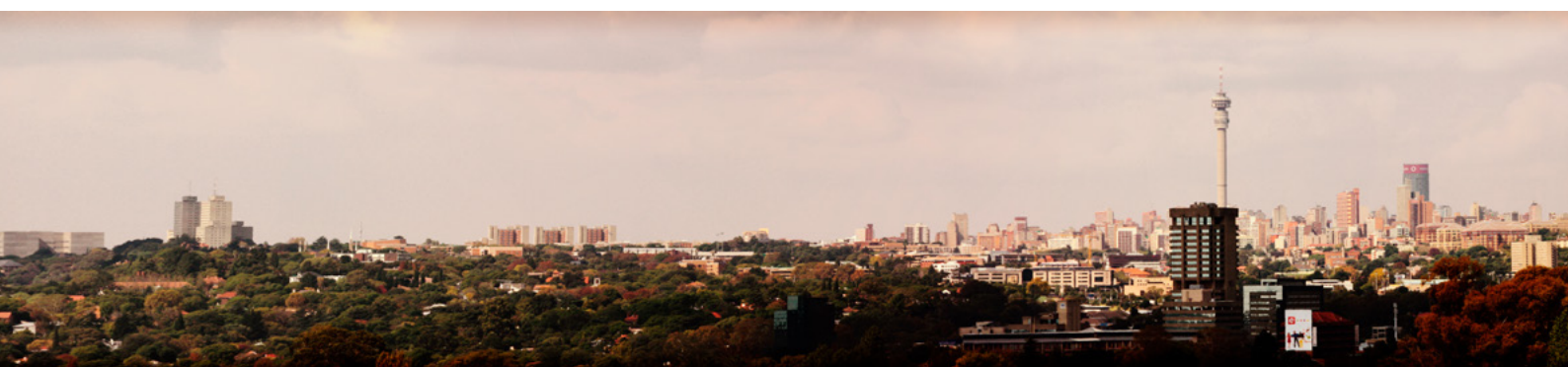
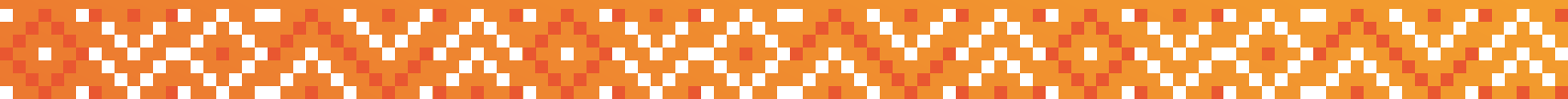
Overview of CAA budget

Due to the COVID-19 pandemic the university implemented strategic financial control measures such as operational cost reductions and the revision of revenue streams to mitigate any risks related to the pandemic.

The overall budget was within in the allowable variances of university budget guidelines, except for software development and graduation expenditure which exceeded the required variance due to new developments to accommodate online support systems and virtual graduation ceremonies.

Donations

No donations were received in 2021.



DIVISION	OPERATIONAL BUDGET	EXPENDITURE	AVAILABLE	%
Director CAA	1,304,831.96	1,266,905.07	37,926.89	97
Faculty coordination	151,125.50	38,130.78	112,994.72	25
Registrations	697,690.99	646,939.09	50,751.90	93
Graduations	1,246,573.50	1,745,838.35	-499,264.85	140
HEMIS	21,500.00	10,517.01	10,982.99	49
Assessments	1,307,112.96	1,066,713.64	240,399.32	82
Postal Services	–	7,451.22	-7,451.22	
Alumni	1,625,576.01	609,453.37	1,016,122.64	37
ITS Academic Structure	600	172.22	427.78	29
Biographics	–	139.71	-139.71	
SEC	760,300.30	676,505.56	83,794.74	89
Contact Centre	–	7.63	-7.63	
Student Record	–	69,560.74	-69,560.74	
Student Marketing	2,360,890.00	1,520,271.04	840,618.96	64
Switchboard	–	249	-249	
Class & Timetables	131,042.00	38,099.38	92,942.62	29
TOTAL	9,607,243.22	7,696,953.81	1,910,289.41	80

14. CONFERENCES

Due to COVID-19, conferences mainly were cancelled, postponed, or moved online. The following conferences were attended virtually by staff members per division.

SEMINAR	FACULTY COORDINATION	TIMETABLES
CELCAT International Online User Group Conference (CELCON)	–	4 staff members
SAAIR, HEMIS Institute	1 staff member	–

15. CONCLUSION AND WAY FORWARD

Central Academic Administration has adapted very well to the challenges brought about by the pandemic and successfully executed all the required business processes. Most of the systems and business processes were impacted and had to be supported with a hybrid approach. The academic calendar was successfully concluded with the addition of the supplementary assessments also being written in the same year, at the end of November. This was a major enhancement and one to be proud of for the University.

All performance targets were met with the Registration and Application student surveys achieving more than 80%. The final selection process of undergraduate students, including the massive influx of late enquiries, was executed successfully. The alumni systems were expanded to facilitate better engagement with alumni, and a number of online engagements were successfully hosted with the faculties. In 2022, CAA will continue to expand off-campus alumni benefits with the introduction of a tiered subscription system and will launch more alumni chapters and affinity groups.

The risk of late walk-in applications was effectively mitigated using the cloud-based electronic late application enquiry system. An extended call centre was also available to assist applicants with application inquiries. Our Chatbot proved to be a great help with the high volume of inquiries during registration and throughout the rest of the year. MoUJi (our intelligent digital assistant or Chatbot) not only assisted with general enquiries but has also been enhanced through the integration of our student administration systems to offer applicants and students more self-service options. MoUJi now also has the capability of assisting an applicant with the resetting of a pin without their having to speak to any administrative support staff member.

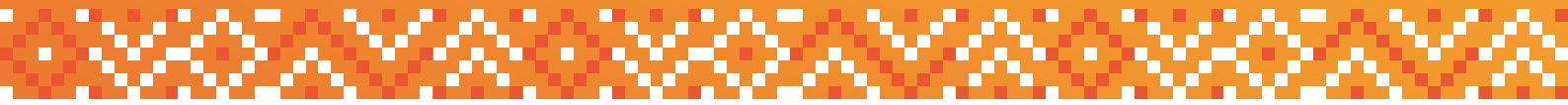
Sustained excellence in data quality was achieved with all the reporting deadlines met on time with minimal errors (taking into account the size, shape and complexity of UJ). More than 14 000 qualifications were awarded in absentia at the enhanced virtual graduation ceremonies, which this year allowed for each graduate their personal graduation slide which included a picture and their name/qualification being announced. This was an innovative and unique way of allowing graduates an enhanced personal virtual graduation experience.

Central Academic Administration successfully performed and completed all life-cycle processes. We look forward to 2022 with confidence as we continue to mitigate the risks and challenges created by the pandemic, embracing technologies brought about by the Fourth Industrial Revolution.

Dr T van Zyl

Senior Director: Central Academic Administration

25 February 2022



Corporate Governance

1. OPERATING CONTEXT

1.1 Core business

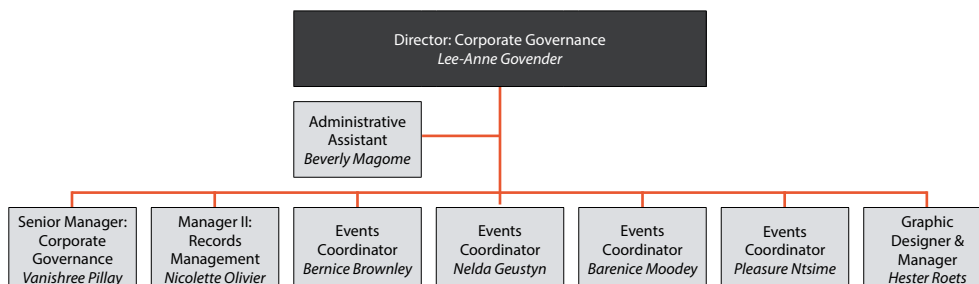
The Corporate Governance Division functions within the Registrar's Portfolio in the broader University context. The Division operates in accordance with the legislative framework of the Republic of South Africa and specifically, the Higher Education Act 101 of 1997 (as amended). Its core functions are driven in alignment with the Institutional Statute of the University of Johannesburg as well as relevant institutional policies.

The Division comprises five units, namely Governance, Qualification Verifications, Records and Contract Management, Events Management and the UJ Graphic Design Studio. These units have a footprint on all four campuses and are technology driven. The systems utilised within the Division include Integrator, Perceptive Content, Hive, Oracle Business Intelligence, Mobile Voting System, Access to Information System, Service Manager and Service Provider Platforms.

The Division, although diverse in nature, strives to align the manner in which it functions with best practice.

1.2 Organisational Design and Operating Context

The organogram of the divisional structure that reports to the Registrar, Prof IC Burger, is reflected below:



1.2.1 Governance Unit

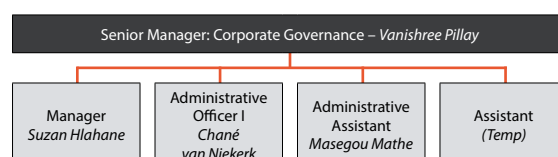
The Governance Unit is managed by the Director with the assistance of the Senior Manager and the Administrative Assistant. This portfolio involves high-level operational tasks stemming from the Office of the Registrar, namely:

- The execution of the nominations and elections process;
- Facilitating the B-BBEE process;

- Monitoring of the Policy environment;
- Continuous update of the Senate Registers;
- Commissioner of Oaths portfolio;
- Governance in relation to the Convocation of the UJ;
- Managing the annual University Academic Regulations process; and
- Management of Access to Information for the UJ.

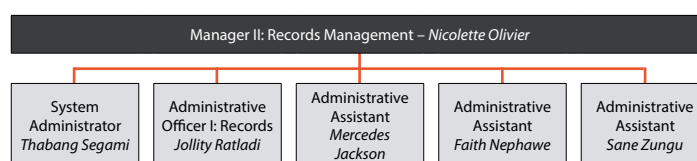
1.2.2 Qualification Verifications Unit

This Unit is headed by Ms Vanishree Pillay, the Senior Manager Corporate Governance. The unit is responsible for Qualification Verifications, including the issuing of Transcript Supplements and Academic Records.



1.2.3 Records Management Unit

This Unit is headed by Ms Nicolette Olivier, the Manager Records Management, and is responsible for Records Management including Contract Management within the University.

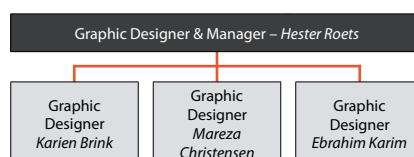


1.2.4 Events Management Unit

As depicted in the first organogram, the four Event Coordinators within this Unit report directly to the Director Corporate Governance.

1.2.5 Graphic Design Studio

The Graphic Design Studio is managed by Ms Hester Roets and is the in-house studio for the University it reports directly to the Director Corporate Governance.



2. STRATEGIC FOCUS

Strategic Objective Six, Fitness for Global Excellence and Stature, informs the Division's strategic objective.

The COVID-19 pandemic required the Division to adapt and be adequately prepared to fulfil Strategic Objective Six. In line with this overarching objective, the achievements of the units in the Division will be elaborated on.

2.1 Strategic Planning

The Division identified four key focus areas for 2021. Within these focus areas reside multiple strategic objectives, and this required regular planning sessions to attain the envisaged deliverables.

- Enhancing Service Excellence
- Review and Enhancement of Policy Environment
- Review and Enhancement of components within Records Management
- Compliance and Governance Related Projects

The information that follows is a summary of what transpired during the year in each of these areas, with the aim of meeting the deliverables that were identified. The summary also includes the unit specific challenges experienced by the Division.

2.2 Governance Unit

2.2.1 University Academic Regulations

The review and approval process for the University Academic Regulations is conducted annually and involves the ratification of the Academic Regulations to be implemented for the following year.

A working group was assigned to oversee the amendments to the Academic Regulations and alignment with new and amended policies. This working group comprised the Registrar, the Heads of Faculty Administration, and relevant support divisions. The document was shared with the working group via the MS Teams platform to ensure active consultation and engagement with the relevant portfolios within the UJ. The working group reviewed the 2021 regulations to inform the 2022 regulations in terms of accuracy, consistency, and applicability.

The proposed amendments served at Faculty Boards for inputs. The Office of the General Counsel as well as the Deputy Vice-Chancellor Academic were also consulted.

The amended University Academic Regulations for 2022 served at the last Senate meeting of November 2021 for approval. The following amendments were approved for 2022:

- Minor editorials were made throughout the document to align with Policies and to ensure that no ambiguity presented, and that the information was conveyed in layman terms. The content and its interpretation remained unchanged.
- The Addendum approved for the years 2020 and 2021 to cater for COVID-19 and its implications was retained for the 2022 University Academic Regulations.
- The Admission Point Score (APS) Table was updated. Clarification was also provided on the number of subjects utilised to calculate the APS.
- An additional clause pertaining to Conditional Registration was included in the section on Registration.
- An additional clause was added regarding the review of admission and registration status.
- A new Section called Statement of Conduct was inserted as Section 20 of the University Academic Regulations.
- The list of relevant policies available was updated to include policies pertaining to students.

The revised University Academic Regulations were posted on the intranet, UJ website and uLink.

2.2.2 Policy Review Management

The Corporate Governance Division is tasked by the Registrar to monitor and track the Policy environment within UJ. In line with the focus area, review and enhancement of the policy environment, Corporate Governance embarked on an awareness drive, capitalising on the UJ Circulars system. The circulars listed documents approved in 2020 as well as all documents that required review and approval for 2021. This served as a continuous reminder to policy owners and responsible divisions on the status of documents within their relevant domains. In keeping with the awareness drive, a generic email address was created to enable all policy matters to be streamlined to a central point.

During 2021, 61 governance documents were reviewed and approved. The Corporate Governance page on the intranet which contains UJ Governance documents was reviewed, and an additional column was included to the layout. This feature was implemented in response to the key focus area, customer service

excellence. The implementation of this column allowed users to filter for policies related to a specific domain and in this way created a more user-friendly search option for the UJ community.

During the latter part of 2021, the Governance Unit restructured the UJ webpage to cluster and classify the UJ Governance documents. This provided the institution with a first-phase policy classification layout. The Policy on Policy Development and Amendments allows for the review of governance documents ranging from a period of one to five years. In response to this requirement, the governance documents to be featured on the UJ website were verified prior to the upload, in accordance with the Policy on Policy Development and Amendments.

The challenges experienced in the policy environment in previous years informed some of the initiatives adopted in 2021 to mitigate potential risks to the institution. These challenges ranged from the use of outdated policy documents to guide institutional processes to non-adherence to the stipulated review timelines of policies, thereby resulting in stale information. The latter presents as a risk in instances where institutional audits are being executed. The initiatives listed above allowed for timeous mitigation.

2.2.3 B-BBEE certification

The Corporate Governance Division coordinated the B-BBEE status preparation in terms of the five identified pillars. This was done in collaboration with various UJ stakeholders. The verification process entailed the collection of data and information relating to the elements of the UJ Annual Performance Plan. The coordination process was improved through technology which enabled streamlined collection of data which was uploaded onto a central platform. Interviews were conducted online with senior management and other University personnel. A B-BBEE certificate was issued during June 2021 with a one-year validity. The UJ B-BBEE verification process for 2021 will be concluded during the first semester of 2022.

2.2.4 Nominations and elections

The Division of Corporate Governance is responsible for managing elections within the University. Elections are conducted for various portfolios on Statutory Committees. Elections are also held for the members on the Executive Committee of Convocation and for interview panels, and Corporate Governance assists when members of Senate are asked to express their opinion as to the suitability of a candidate as Chancellor, or for the award of an honorary doctorate; and when Faculty Boards are asked to express their opinion on candidates for the position of Executive Dean. Corporate Governance also conducts elections annually for the Student Representative Council.

Noteworthy nominations and elections were conducted for the following positions: the Chancellor, and honorary doctorates. In addition, the Governance Unit worked in collaboration with the Human Resources Division on the re-appointment process of the Vice-Chancellor and Principal. It is important to note that for certain portfolios, the appointment of candidates is subject to additional processes and procedures and not only reliant on the outcome of an election.

The online voting platform was utilised for the Student Representative Council Elections and for the vacant position on the Executive Committee of Convocation. This system proved to be beneficial during the COVID-19 pandemic as the voters were able to access the system remotely and cast their vote.

The nominations and elections conducted for the University of Johannesburg for 2021 posed no risks.

To comply with records management principles the Governance Unit implemented an online voting repository. This was created to ensure compliance with auditor requirements in terms of confidential and secure storage of specific documentation related to nomination and election processes. In this instance technology was utilised, to improve business processes.

2.2.5 Senate membership list and attendance

The Corporate Governance Division, together with the Heads of Faculty Administration, facilitated the coordination of the Senate list to ensure that Senate membership is compliant with the Institutional Statute

and Senate Charter. The utilisation of technology improved administration related to the compilation of this list. Four Senate meetings were held online during 2021. The adoption of the online format for meetings led to a significant increase in attendance in 2020, and this trend was maintained in 2021.

2.2.6 Convocation

The Executive Committee of Convocation commenced the 2021 year with a fruitful strategic planning session to discuss the rollout of targeted projects. Five significant projects were identified for the 2020-2022 office term. Unfortunately, the effects of the COVID-19 pandemic had significantly disrupted implementation in 2020. However, 2021 proved to be a productive year culminating in planned events. Executive meetings were held quarterly, and a successful Annual General Meeting (AGM) took place on 13 October 2021. This meeting provided a platform for the revised Constitution of Convocation to be shared with the wider Convocation. A call was issued to Convocation following the AGM, inviting suggestions and recommendations in relation to the revised Constitution of Convocation.

Following the resignation of an executive member at the beginning of 2021, Corporate Governance initiated the nomination and election process for the vacant position on Convocation Executive Committee. The process was concluded towards the latter part of the year, and the successful incumbent's term commenced on 1 December 2021.

2.2.7 Management of the Commissioners of Oaths appointment process

The Corporate Governance Division oversees the management and appointment of Commissioners of Oaths for the University in accordance with the relevant legislation. For 2021, the University had 67 Commissioners of Oaths across all four campuses. The COVID-19 pandemic reduced the services required from Commissioners of Oaths.

2.2.8 Governance Projects

In line with the key focus area related to Compliance and Governance Related Projects, the Division was one of the key role-players who were actively engaged in the three projects. The projects included:

2.2.8.1 The Compliance Project

This project resided under the domain of Risk and Financial Governance. Corporate Governance collaborated with the Risk and Financial Governance Division and provided area specific inputs where required.

2.2.8.2 Data Protection Project

The Data Protection Project resided under the domain of the Office of the General Counsel. Corporate Governance was actively involved in the update of the PAIA Manual as well as the review of policies related to Access to Information and Privacy and Protection of Personal Information. Corporate Governance, in collaboration with the Division of Information and Communication Systems, initiated discussions for the development of an in-house system relating to access to information. It is envisaged that the system will become fully functional during 2022.

2.2.8.3 King IV Project

The Registrar was responsible for the King IV Project and tasked Corporate Governance to drive this project together with various stakeholders within UJ. The project commenced during April 2021.

A two-step process was followed. The first step entailed an in-house approach with UJ conducting a self-assessment/gap analysis to ascertain what is required to be King IV compliant. Internal services were utilised, under expert guidance from the School of Accounting, to conduct the self-assessment/gap analysis.

The services of the Institute of Directors South Africa (IoDSA) were contracted in an advisory capacity as part of the second step in this process. The IoDSA provided advice and guidance on best practices and requirements for UJ to be King IV compliant.

The review by the IoDSA was conducted in four phases.

- Understanding the status quo.
- Benchmarking the findings of the UJ self-assessment report against recommended practices contained in King IV.
- Compilation of a high-level report.
- A workshop to be facilitated by the IoDSA, to deliberate on the recommendations from the IoDSA report.

It is expected that the project will be concluded during 2022.

2.2.9 Access to information

Access to information involves requests received from internal and external stakeholders electronically or through the online PAIA platform. The Division received 390 POPI Update requests, inclusive of POPI enquiry requests. 45 internal as well as external requests were received electronically or through the PAIA online platform.

Requests were also received from third parties/verification agencies for information pertaining to the verification of UJ qualifications. This will be discussed in the following section.

2.3 Qualification Verification Unit

2021 was a fruitful year for the Qualification Verification Unit as it resumed onsite operations allowing for expeditious processing and dissemination of all academic documentation orders. The Unit is client-facing in nature and is mandated by the University of Johannesburg to process all verification-related information.

The information processed stems from two types of consumers. The first are graduated and non-graduated students who order their academic documentation. The second are third parties who request verification of qualifications conferred by the institution.

2.3.1 Transcript Supplements

In 2021, 1 894 orders were received by the Qualification and Verifications unit from the institution's order platforms, namely, HIVE and Digital Certificates. Of these, 1 103 requests were successfully processed, and 791 were not processed due to either non-payment of the requisite fee or a financial block.

Below is a breakdown of the requests received for 2021:

Table 1: Transcript Supplement requests for 2021

REQUEST	HIVE	DIGITAL CERTIFICATES	MANUAL ORDERS	TOTAL
Total Orders Received	1452	382	60	1894
Successful Requests	667	376	60	1103
Declined Requests (No payment/Incorrect POP)	769	N/A	0	769
Orders with Financial Block	16	6	0	22

The main challenge experienced in the transcript supplement portfolio related to the non-compliance to the stipulated turnaround times by internal stakeholders of UJ. In instances where these documents are not received timeously, the unit is negatively impacted in its ability to provide customer service excellence.

2.3.2 Academic Records and Special Letters

In 2021, 1 570 orders were received from the institution's order platforms, namely, HIVE and Digital Certificates. Of these, 1 412 requests were successfully processed, and 158 requests were denied due to either non-payment of the requisite fee or a financial block.

The orders for academic records as well as special letters for 2021 are listed in the following table:

Table 2: Academic Record and Special Letter requests for 2021

MONTH	COMPLETED		FINANCIAL BLOCK	DECLINED
	HIVE	DIGITAL CERTIFICATES		
JANUARY	97	30	8	17
FEBRUARY	112	18	13	21
MARCH	98	22	0	8
APRIL	70	9	0	9
MAY	85	18	1	7
JUNE	92	35	0	11
JULY	103	20	0	11
AUGUST	123	27	1	8
SEPTEMBER	95	21	4	10
OCTOBER	105	33	1	10
NOVEMBER	112	11	3	9
DECEMBER	62	14	1	4
TOTAL 2021	1154	258	33	125
TOTAL 2020	818	234	48	96

2.3.3 Qualification Verifications

Qualification verification included services rendered to three contracted agencies. Individual verification requests were also received from third parties and Alumni. The Unit introduced a UJ-specific consent form to be utilised by a third party where a request was received from a non-contracted agency. The unit processed 14 421 third-party verification requests for 2021.

2.4 Records Management Unit

The operational functionality of the Records Management Unit is guided by the Policy on Document and Records Management as well as the Policy on Contract Management.

The Records Management Unit is responsible for overseeing the life-cycle management of records and contracts for the University in both electronic and paper formats. This mandate is executed with the assistance of service providers in addressing records management requirements.

The Unit is responsible for UJ's Electronic Documents and Records Management System (EDRMS), namely Perceptive Content (version 7.1.5). The EDRMS is utilised to drive the contract and records management processes. The architecture within Perceptive Content allows for the three pillars required when developing and implementing a new solution. The three pillars are:

- The Development (DEV) environment is utilised for building a new solution.
- The Test environment allows the end-users to test a new solution.
- The Production (PROD) environment is the live environment that hosts the final solution.

2.4.1 Records management

In addition to the life-cycle management of records, advice is provided to the UJ community to create awareness of records management principles. Records management processes are guided by legislation, regulations, and standards prescribed for records management. Trends within records management are in

line with the University's Fourth Industrial Revolution drive. This is demonstrated by the increasing number of records created in the digital space.

The unit commenced the year by embarking on a review of existing Standard Operating Procedures as an initiative to address business continuity. In addition, benchmarking was conducted with the University of Kwa-Zulu Natal, University of Cape Town, and Walter Sisulu University with regard to records management for both physical and electronic records.

In line with the strategic objective of reviewing and enhancing components within records management, 23 projects were identified for 2021, of which 17 were successfully completed. The six projects that did not reach fruition were due to divisional specific constraints.

A total of 81 solutions are managed within Perceptive Content. The application and selection solution, which is the most complex solution, is managed within the EDRMS. Related to this, the Records Management Unit (RMU) reviewed the solution for the 2022 application cycle. The application workflows were enhanced and system rules addressing automation were updated. In 2021, the system was utilised by 974 active users of whom 166 were new users.

In line with the focus area of enhancing service excellence, the unit embarked on the review of the existing splitting and renaming business process. This review enabled the unit to introduce an efficient and streamlined process resulting in the processing of 17 152 documents. In addition, 56 200 records received from various internal clients were imported into the system.

Physical records requiring off-site storage amounted to 353 boxes of which 117 were identified for scanning. The last phase of the records management life cycle entails disposal. The RMU facilitated this process which included both planned and ad hoc disposals. The weight of the total disposals processed for 2021 amounted to 7022kg.

Towards the latter part of the year, the Records Management Unit, in collaboration with ICS, created the infrastructure for a Test environment within Perceptive Content. The software within this environment was successfully upgraded to Perceptive Experience, and the solutions were reviewed by the system administrator.

In summary, the Unit is constantly identifying areas that require improvement to align with UJ objectives, with service excellence in mind in all tasks performed. Several business processes were reviewed to assess how technology could be utilised to improve processes.

2.4.2 Contract management

The contract management function pertains to monitoring the life-cycle and record keeping of contracts for the University. The majority of contracts captured stemmed from the non-academic environments. Currently, UJ has a total of 6 090 contracts at various life-cycle stages, which are secured as vital records within the EDRMS. Statistics for 2021 indicate that of the 6 090 contracts, 240 are new contracts, 485 contracts have an active status and 334 contracts have reached an expiration date.

To ensure business continuity during the pandemic, the Unit informed contracted owners to submit contracts electronically as opposed to physically delivering hard copies to the office.

One of the main challenges experienced by the RMU is not receiving signed contracts for record keeping purposes.

2.5 Events Management

The Events Management Unit is mandated to oversee high-profile events for the UJ Council, the Vice-Chancellor, and the Executive Leadership Group.

COVID-19 restrictions on public gatherings had a major impact on face-to-face events, requiring the unit to acquire the requisite technical skills and to adapt to new ways of hosting interactive and meaningful events.

This resulted in the adoption of different approaches to hosting events, namely as hybrid or virtual events. These approaches presented with initial teething problems but proved to be beneficial for ongoing events hosting. Based on these newly adopted approaches the Unit garnered a thorough understanding of how to transition to a new way of work within the context of the pandemic. A noteworthy outcome of this new way of work led to a larger geographical reach in terms of audiences, with engaging and memorable events being created online.

During 2021, 17 online events and 26 hybrid events were executed on behalf of the Executive Leadership Group. A total of 29 virtual graduation ceremony videos were produced for the Autumn and Winter ceremonies, resulting in 12 994 students graduating virtually for subsidised programmes. Three videos were produced for the Spring ceremonies, where a further 1 122 students graduated virtually for subsidised programmes.

The list of online and hybrid events hosted during the year included the following:

- 29 Virtual Autumn/Winter graduations (Online)
- 19 Professorial Inaugurations, 2020 and 2021 inductees (Hybrid)
- 8 Vice-Chancellor Staff Engagements – First and Second Semester (Online)
- 2 Vice-Chancellor New Staff Welcome Functions – First and Second Semester (Online)
- 3 Virtual Summer Graduations (Online)
- 2 VC Consultations with Senior Leadership Group event (Online)
- UJ Annual Memorial Service event for 2020-2021 (Hybrid)
- UJ Long Service Awards 2020 (Hybrid)
- UJ Secretaries Day 2021 (Online)
- MEC Strategy Workshop POPIA (Online)
- Convocation Event – Conversation with the Executive Committee of Convocation (Hybrid)
- Webinar Reflecting on the life and times of former Zambian President Dr Kenneth Kaunda (Online)
- Convocation AGM (Hybrid)
- UJ/MISTRA Annual Lecture (Online)
- Moses Kotane Memorial Lecture (Hybrid)
- UJ/OR Tambo School of Leadership event (Hybrid)
- Stakeholder engagement (Online)
- VC Awards (Hybrid)

2.6 UJ Graphic Design Studio

The UJ Graphic Design Studio is the in-house design studio of the University of Johannesburg. Internal clients pay a minimal design fee for projects, and these funds are utilised to support the needs of the Studio. The Studio has the latest design hardware and software. Uninterruptible power supply (UPS) is also available for production to continue in case of power failures or load shedding. During 2020, the global COVID-19 pandemic presented with disruptions in the operations of the UJ Graphic Design Studio. These disruptions required the Studio to embrace a digitally driven approach to ensure business continuity. This approach ensured that the Studio was adequately equipped in preparation for 2021.

The increase in requests for digital advertising campaigns, social media adverts and requests for material that could be published online continued in 2021. The UJ Graphic Design Studio successfully completed 769 projects comprising 8172 designed pages. The Design Studio designed 1515 pages in April as well as 100 projects for the month of October. These two months constituted peak periods for the Studio. There was an increase in the number of projects and the number of page designs compared to 2020. Table 3 details the design performance of the UJ Graphic Design Studio over the years.

The range of design and layout services offered by the UJ Graphic Design Studio includes:

- Advertisements (Digital and Print)
- Vector and photo illustrations
- Infographics

- Academic and Research Posters
- Annual and Research Reports
- Journals
- Book covers
- Magazines
- Coffee Table Publications
- Brochures
- Marketing Posters and Flyers
- Invitations
- Event Programmes
- Marketing and Exhibition Material
- Newsletters
- Interactive Application Forms
- UJ Branded Promotional Products
- Clothing Design
- Corporate Identity Material
- UJ Vehicle Branding
- Signage, etc.

For the summary of the design performance of the Studio see the table 3 on page 51.

3. RESOURCE MANAGEMENT

3.1 Human Resources

3.1.1 Employee Profile

The Division consisted of 20 permanent employees and one temporary employee. The table below reflects the gender and race profile of the Division.

Table 4: Employee Profile

GENDER	BLACK	COLOURED	INDIAN	WHITE
Female	8	3	2	6
Male	1	–	1	–
Total	9	3	3	6

3.1.2 Appointments, Resignations and Vacancies

- The vacancy for the position Administrative Assistant to the Director was filled in March 2021.
- The RMU appointed the Administrative Officer I: Records in February 2021 and the Perceptive Content Functional System Administrator in March 2021.
- Two staff members were granted maternity leave, and during this timeframe additional assistance was appointed to maintain business continuity.
- The three new appointees successfully completed their probation periods.

3.1.3 Skills development

- Employees within the Corporate Governance Division attended the UJ Online Performance Management System training.
- In response to the commencement of POPI in July 2021, all employees within Corporate Governance attended the Data Protection Awareness Workshop.
- Ms Lee-Anne Govender registered for the pre-registration phase of a PhD with the University of Johannesburg.

Table 3: Summary of the design performance of the Graphic Design Studio in 2021 and the previous three years.

GRAPHIC DESIGN STUDIO: 2021 ANNUAL REPORT [DECEMBER 2020 - NOVEMBER 2021]																				
MONTH	BROCHURES / PROGRAMMES (A4/A5/B5)	BROCHURES (Z-FOLD / ROLL-FOLD / DL)	MAGAZINES (MULTIPAGE) / NEWSLETTERS	COVER PAGES / CD COVERS / FILES & SPINES	PHOTO & DIGITAL ILLUSTRATIONS / EDITING	ADVERTISEMENTS (Digital advertising campaigns)	BANNERS / EXHIBITION MATERIAL	POSTERS	FLYERS	ALL CARDS / INVITATIONS	ACADEMIC / CONFERENCE POSTERS (U) Strategic Objective 6: Global Excellence and Stature)	FORMS / ILLUSTRATIONS / DIAGRAMS	SOCIAL MEDIA & WEBBANNERS (Multimedia)	DESIGN PROJECTS (Counted per requisitions)	DESIGN / LAYOUT (Counted per page)	TIME (Design hours reflected on requisitions)	MATERIAL COSTS (Amount reflected on the Graphic Studio Requisitions)	REAL COST (tariff @ R900/h plus Material) (COST based on Private Sector fees)	AMOUNT SAVED FOR THE UNIVERSITY (Real Cost minus Material Cost)	
December 2020 / January 2021	117	0	35	4	6	9	10	10	15	8	0	16	152	35	354	146	20 720,00	151 670,00	130 950,00	
February 2021	152	0	53	14	9	62	0	8	20	27	0	5	55	57	381	217	26 910,00	222 210,00	195 300,00	
March 2021	254	57	38	18	3	153	2	26	39	37	0	3	118	75	700	354	47 846,50	365 996,50	318 150,00	
April 2021	447	80	573	5	34	107	2	14	8	47	4	14	219	85	1515	717	90 900,00	736 200,00	645 300,00	
May 2021	78	25	373	1	35	162	4	14	47	30	0	40	245	80	965	487	62 331,00	500 181,00	437 850,00	
June 2021	147	13	608	21	77	99	10	11	25	36	0	74	158	65	1051	414	55 417,50	428 017,50	372 600,00	
July 2021	29	0	55	15	11	134	4	20	9	19	0	7	132	48	315	187	25 670,00	193 970,00	168 300,00	
August 2021	108	0	103	1	21	300	0	27	23	62	0	4	353	75	660	398	53 160,00	410 910,00	357 750,00	
September 2021	148	0	57	14	9	297	16	17	41	111	0	18	296	84	673	362	55 130,00	380 480,00	325 350,00	
October 2021	246	4	132	7	34	201	3	23	22	103	0	34	225	100	832	448	58 390,00	461 140,00	402 750,00	
November 2021	214	0	262	17	13	32	0	11	5	41	0	0	51	65	729	335	44 790,00	346 290,00	301 500,00	
TOTAL 2021	1940	179	2289	117	252	1556	51	181	254	521	4	215	2004	769	8175	4062,00	541 265,00	4 197 065,00	3 655 800,00	
TOTAL 2020	1565	251	2996	53	106	609	65	368	193	553	6	283	1937	580	7082	3697,10	418 895,00	3 746 285,00	3 327 390,00	
TOTAL 2019	1649	178	2678	89	120	130	150	226	257	521	38	330	1128	737	6788	3758,50	419 946,50	3 802 596,50	3 382 650,00	

- Ms Vanishree Pillay was conferred with a PhD from the University of Witwatersrand in December 2021.
- Ms Masegou Mathe enrolled for a Postgraduate Diploma in Accounting Sciences (CTA) Level 1 at Unisa.
- Ms. Nicolette Olivier enrolled for and completed, *cum laude*, the Advanced Higher Certificate in Project Management programme.
- Ms Faith Nephawe continued with the Master's in Public Management and Governance qualification and was enrolled for a second academic year.
- Ms Mercedes Jackson completed the Generic Management Learnership Programme at UJ.
- Mr Thabang Segami attended several training sessions presented by OrangeNow in line with his role as System Administrator.
- The Events Management Unit attended internal sessions hosted by HR relating to Mental Health and Stress Management, as well as Breast Cancer Awareness.
- As a collective the Events Management Unit attended the Visa Intellilink Implementation User and Approver Training.
- Ms Nelda Geustyn and Ms Barenice Moodey attended training on Investment Management. In addition, Ms Barenice Moodey, attended training on Work/Life Balance whilst working remotely.

3.1.4 Team Development

Due to COVID-19 no teambuilding sessions were held during 2021. To end the year off the Corporate Governance Division hosted an onsite picnic for the staff members.

3.1.5 Long Service Awards

The following staff member received long service awards:

- Mrs Nelda Geustyn – 30 Years of Service
- Mrs Barenice Moodey – 20 Years of Service

3.2 Financial Management

The budget of the Corporate Governance Division was effectively managed and posed no risks for 2021. Due to COVID-19 the allocated budget was not utilised to its full extent. There was cost saving in terms of daily onsite expenses.

3.3 Stakeholder Management

The Division has several internal and external stakeholders. The Division's internal stakeholders consist of staff, currently registered students, previously registered students, and alumni. The Division also has numerous contracts in place with external service providers across the various units.

3.4 Environmental Sustainability

Environmental sustainability efforts include full support for UJ's waste management and recycling initiatives. The following items are recycled: cartridges, paper, plastic, and batteries. Resources are efficiently managed by providing documents in electronic format, printing on both sides of paper, and switching off lights, computers, and any other equipment such as shredders, copiers, heaters, etc. at night and over weekends. The Division utilises a water filtration unit to limit the purchase of bottled water. Environmental sustainability was enhanced through the Division's remote operations which continued for the most part of 2021.

3.5 Social Responsibility

The Division adhered to COVID-19 protocols and complied with the wearing of masks, constant washing of hands and sanitizing; these efforts included the hosting of hybrid events by the Events Unit. The Division continued with their work schedule for the most part of 2021 and with the scheduling of appointments for external clients.

4. RISKS AND MITIGATION STRATEGIES

Risks within the Corporate Governance Division include:

- Non-compliance with legislation regarding institutional records management. This comprises various components such as: lack of historical student data from the pre-merger institutions; lack of an institution wide file plan; and non-submission of signed contracts to the RMU.
- The possibility of unauthorised access to the Perceptive Content system.

The following measures have been put in place to mitigate these risks:

- Pre-merger institutional records provided to the RMU are in the process of being digitised.
- The RMU, in collaboration with ICS, is developing a business classification system that will include referencing a file plan. This project consists of five phases of which two have already been completed.
- To mitigate the risk related to the non-submission of contracts to the RMU, the unit has implemented automated notifications sent via email to the contract owners, alerting them to contracts that have been vetted but not submitted for uptake in the system.
- Unauthorised access is mitigated by requesting the record custodian to approve the request from the relevant user for access to the EDRMS. This process is currently managed manually. The Electronic Form (E-Form) together with the workflow process for the relevant approvals was developed towards the latter part of 2021. The electronic approval process is expected to go live during the first semester of 2022.

5. CONCLUSION AND WAY FORWARD

The Corporate Governance Division played a critical role in the University and provided services to both internal and external clients. The Division continually strives to close gaps in all five units. Corporate Governance's swift adoption of newly aligned processes during the pandemic allowed the Division to respond to the needs of its stakeholders both internally and externally.

To align functions and improve efficiencies the Registrar's Portfolio formed part of an organisational review and design project. This informed the transfer of the Events Management Unit and the UJ Graphics Design Studio to the portfolio of the University Relations Division as of 1 January 2022. The Corporate Governance Division wishes both Units well in their future endeavours.

The Division looks forward to quality engagement with various stakeholders during 2022 and will continue to explore innovative methods to promote quality service delivery through the effective utilisation of technology.

Lee-Anne Govender

Director: Corporate Governance



University Secretariat

EXECUTIVE SUMMARY

The University Secretariat of the University of Johannesburg renders professional support to identified statutory committees of the University of Johannesburg.

Assistance is also provided to certain staff members regarding agenda compilation, minute writing and the drafting of submissions to statutory committees.

The quality of the services provided by the University Secretariat is of an excellent standard, and the staff members are regularly complimented in this regard. The Division strives to maintain and improve its service at all times.

OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

Governance structures and quality management

The core business of the University Secretariat is to render professional support to the following statutory committees of the University of Johannesburg:

- Council and identified Council committees.
- Senate and identified Senate Committees.
- MEC and identified MEC committees.
- Joint committees of the Council and Senate.

In addition to the professional support being rendered to the specified statutory committees, the Division also offers support to employees responsible for committees by assisting with agenda compilation and minute writing sessions, upon request by the environment concerned.

Divisional risk register and risk management interventions/strategies

RISK	INTERVENTION
Load-shedding	Arrangements have been made with the PAs at Madibeng to use open offices at Madibeng with backup power, if required.
Committee members not disseminating committee decisions	Where possible, reminders are sent to members and non-members to take appropriate actions.
Submissions to a statutory committee not clearly stating their purpose	A submission template has been developed and circulated to non-members to assist them in compiling a submission to a statutory committee (can be adjusted as required).

- Quality control is an ongoing exercise in the Division, with draft minutes being reviewed for style and content, where required, before being submitted to the Chairperson for sign-off.
- The quality of submissions is also reviewed, if time allows, and submissions are referred back to the author should they be unclear or not in the prescribed format. By checking the quality and accuracy of the content of submissions, the Committee Administrators make valuable contributions toward improving the committees' overall governance.

STRATEGIC FOCUS AND TARGETS

- The COVID-19 pandemic posed new challenges in terms of how meetings were conducted. Through the commitment of the University Secretariat staff (and many test meetings), online meetings, using either MS Teams or Zoom, were successfully implemented.
- Agendas for meetings were circulated one week before the meeting, and in the case of MEC meetings, at the latest on Friday before the Tuesday meeting.
- Minutes were distributed at the latest ten working days after the meeting, with exceptions allowed.
- The quality of the agendas and minutes is extremely high, and the staff members are continuously complimented in this regard. The individual and collective efforts of the University Secretariat staff ensure that they make a valuable contribution towards "enhancing the excellence and stature at UJ".
- Committee-specific induction packs were provided to new members and permanent invitees of Council and Council committees, Senate and Senate Committees and MEC and MEC committees. These gave an overview of the following:
 - Overview of the committee.
 - Functions of the committee.
 - Composition of the committee.
 - Charter for the committee.
 - Rules for Effective Meetings.
 - Officers of the committee (Chairperson and Secretariat).
 - Minutes of the last four meetings of the committee.
 - Meeting Schedule for the year.
 - Relevant policies (where applicable).

Positive feedback has been received from all parties concerned.

- **Performance management**

Employees in the University Secretariat completed and signed their respective performance contracts in February 2021. Their annual performance reviews were undertaken in October 2021.

- **Achievements during 2021:**

1. The evaluation of University Secretariat services to statutory committees as per the 2021 performance evaluations, administration section, reflected sustained excellence, as illustrated below:
 - Council and its committees: 4.7 (2020 - 4.8).
 - Senate and its committees: 4.7 (2020 - 4.5)
 - MEC and its committees: 4.9 (2020 - 4.7).

Note: The ratings for the services rendered by the University Secretariat are consistently higher than any of the ratings in the other three categories, namely: (a) organisation of the committee, (b) execution of functions and (c) role of the Chairperson and members.

2. Whilst it is the committee members' responsibility, the University Secretariat staff will, if time permits, quality-check documents before these are submitted to the committees.
3. Highlights/achievements in addition to compiling agendas and writing minutes
 - Distributing high-quality agendas and minutes on time to members (staff work overtime as and when required to ensure on-time distribution). All staff members receive compliments/words of appreciation for the quality of their work and dedication.

- Assuming additional work resulting from the COVID-19 pandemic: special MEC (35) and MECA (19) meetings, COVID-19 Coordinating Committee (23) meetings.
- Reviewing the statutory committee charters/schedules of business.
- Providing in-service training to a new Committee Administrator to ensure successful assumption of responsibility for identified statutory committees. Ms S Davids slotted in as part of the team without any challenges and took over senior committees as if she had been doing the work for a long period.
- Providing informal skills development sessions to UJ staff on agenda compilation and minute writing (telephonic advice on meeting-related matters is also provided as and when required).
- Implementing a slight amendment in the format of minuting for identified committees.
- Assisting with planning and preparation for the 2021 Council review by the Institute of Directors of South Africa. The review was concluded in November 2021, and a Council Workshop to discuss the outcomes took place on 24 January 2022.

■ **Challenges in 2020**

- Late submission of documentation for inclusion in agendas remains a challenge.
- Linked to the critical challenge above is the poor quality of some of the documents submitted to meetings (poorly written/factually incorrect information).

EMPLOYEE PROFILE

- The Division consists of six permanent employees, classified as follows:

- One Senior Manager.
- Four Committee Administrators.
- One Administrative Assistant.

- Equity profile:

GENDER	DEMOGRAPHICS
Female	Four White Two Coloured

- In case of overtime due to delays in other environments, the Committee Administrator discusses the matter with the Senior Manager to arrange to take off the appropriate time.

RESOURCE MANAGEMENT AND SUSTAINABILITY

■ **Financial status of the Division**

- The budget expenditure for 2021 was on target, with no over-expenditure reported.

■ **Paperless meetings**

- All statutory committees are paperless and are distributed via Dropbox. Where external committee members did not have access to Dropbox, their meetings packs were distributed via email.

■ **Waste management**

- Environmental sustainability efforts include full support for UJ's waste management and recycling initiatives by recycling paper, limiting printing and printing on both sides, and switching off lights at night.

■ **Provision of agenda packs to the UJ Archives**

- The University Secretariat provides agenda packs to the UJ Archives in electronic format (CD).

LEADERSHIP

■ **Internal leadership impact:**

- Engagement with committee members on all aspects of statutory committees.
- Engagement with non-committee members who prepare submissions for statutory meetings.



- Engagement with employees responsible for faculty/departmental meetings to advise on agendas and minutes.
- Engagement with employees who support statutory committee functioning, e.g. Audio-visual Unit and Operations Division.
- **National/International leadership impact:**
 - Engagement with peers at other higher education institutions to provide and/or receive advice on committee functioning.

CONCLUSION AND WAY FORWARD

The University Secretariat is generally acknowledged as one of the South African higher education sector leaders, and a number of our peer departments from other institutions engage with us on processes and procedures.

The support and cooperation received from the chairpersons and members of statutory committees have been excellent.

A word of appreciation is herewith extended to, firstly, the staff in the University Secretariat for their commitment and dedication to, as always, deliver excellent service during this very trying year; and, secondly, to the Registrar's Office for their continuous support in all aspects relating to work as well as to our wellbeing during the pandemic.

Magdel Duvenage

Senior Manager: University Secretariat

13 April 2022

Appendix A

A cumulative report of services provided by the University Secretariat for meetings held in 2021:

DATE	MEETING
08 January 2021	Special Management Executive Committee
13 January 2021	Special Management Executive Committee: Academic
15 January 2021	COVID-19 Coordinating Committee
19 January 2021	Management Executive Committee
20 January 2021	Special Management Executive Committee: Academic
25 January 2021	Special Management Executive Committee
27 January 2021	Special Management Executive Committee: Academic
28 January 2021	Special Council Workshop
29 January 2021	COVID-19 Coordinating Committee
02 February 2021	Management Executive Committee: Academic
04 February 2021	Special Management Executive Committee
04 February 2021	Senate Higher Degrees Committee
04 February 2021	Enrolment Management Committee
09 February 2021	ELG informal gathering
10 February 2021	Special Management Executive Committee: Academic
10 February 2021	Institutional Forum
11 February 2021	Special Management Executive Committee
11 February 2021	Enrolment Management Committee
11 February 2021	Investment Committee
12 February 2021	COVID-19 Coordinating Committee
15 February 2021	University Research Committee
16 February 2021	Management Executive Committee
17 February 2021	Executive Committee of Senate
18 February 2021	Management Executive Committee: Commercialisation Committee
18 February 2021	Enrolment Management Committee
22 February 2021	Senate Teaching and Learning Committee
22 February 2021	Financial Sustainability Committee of Council
24 February 2021	Projects and Resourcing Committee of Council
25 February 2021	Special Management Executive Committee
25 February 2021	Enrolment Management Committee
25 February 2021	Human Resources and Social Ethics Committee of Council
25 February 2021	Executive Committee of Council
26 February 2021	COVID-19 Coordinating Committee
02 March 2021	Management Executive Committee: Transformation Committee

03 March 2021	Senate Higher Degrees Committee
04 March 2021	Special Management Executive Committee
04 March 2021	Enrolment Management Committee
05 March 2021	Special Financial Sustainability Committee of Council
08 March 2021	Management Executive Committee: Risk Management
11 March 2021	Special Management Executive Committee
11 March 2021	Enrolment Management Committee
12 March 2021	COVID-19 Coordinating Committee
17 March 2021	Special Management Executive Committee: Academic
18 March 2021	Special Management Executive Committee
18 March 2021	Senate
23 March 2021	Management Executive Committee
24 March 2021	Special Institutional Forum
25 March 2021	Special Human Resources and Social Ethics Committee of Council
25 March 2021	Council
26 March 2021	COVID-19 Coordinating Committee
26 March 2021	Special Management Executive Committee: Academic
31 March 2021	Special Management Executive Committee: Academic
1 April 2021	Special Management Executive Committee
13 April 2021	Senate Higher Degrees Committee
13 April 2021	Special Management Executive Committee: Academic
15 April 2021	Special Management Executive Committee
16 April 2021	COVID-19 Coordinating Committee
20 April 2021	Management Executive Committee
21 April 2021	Special Management Executive Committee: Academic
21 April 2021	Audit and Risk Committee of Council
29 April 2021	Special Management Executive Committee
29 April 2021	Senate Research Ethics Committee
30 April 2021	COVID-19 Coordinating Committee
03 May 2021	UJ Trust
05 May 2021	Special Management Executive Committee: Academic
05 May 2021	Investment Committee
06 May 2021	Special Management Executive Committee
06 May 2021	Senate Higher Degrees Committee
10 May 2021	University Research Committee
11 May 2021	Special Management Executive Committee: Academic
12 May 2021	Executive Committee of Senate

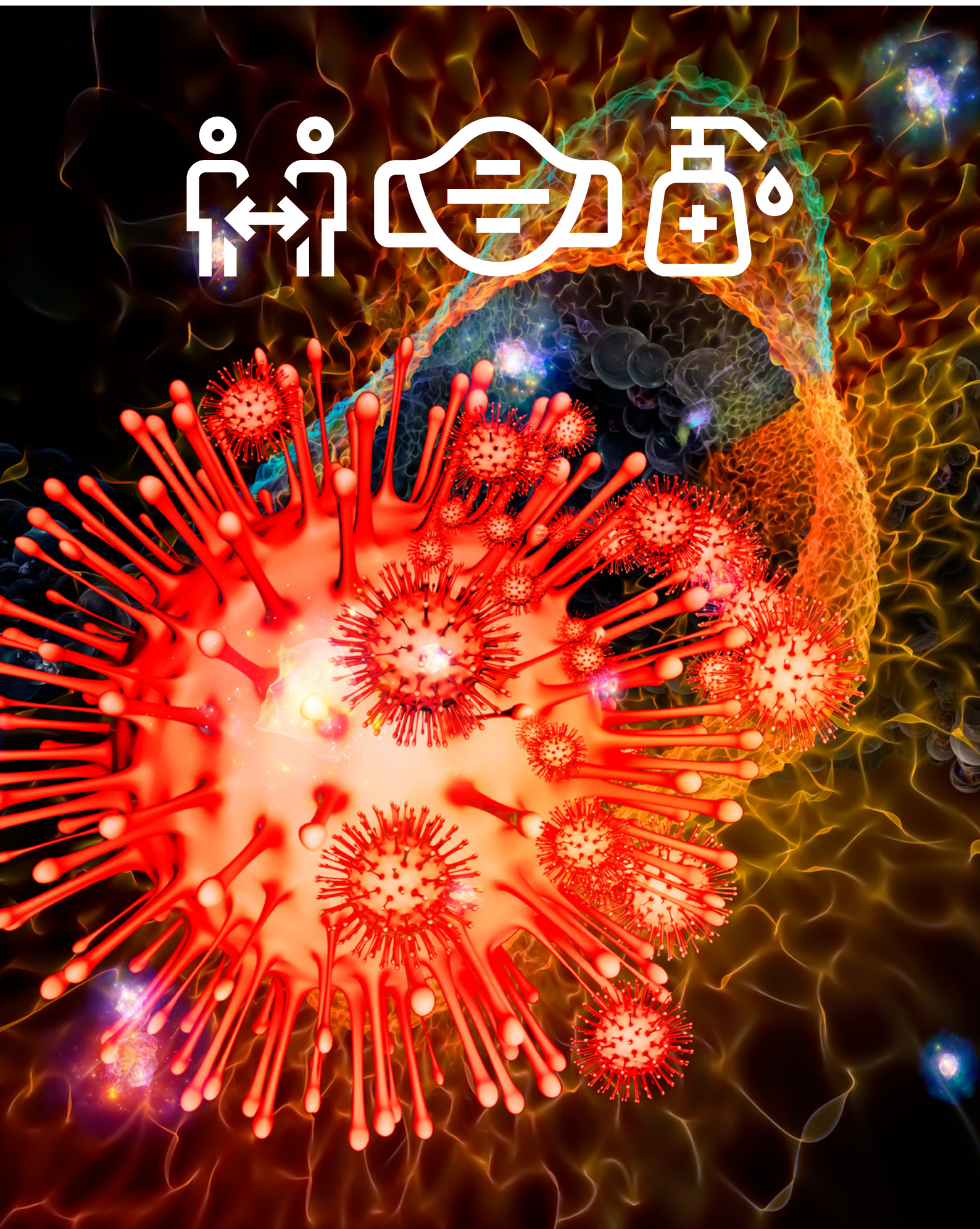
13 May 2021	Special Management Executive Committee
14 May 2021	COVID-19 Coordinating Committee
17 May 2021	Senate Teaching and Learning Committee
17 May 2021	Financial Sustainability Committee of Council
18 May 2021	Management Executive Committee
19 May 2021	Projects and Resourcing Committee of Council
20 May 2021	Human Resources and Social Ethics Committee of Council
20 May 2021	Executive Committee of Council
20 May 2021	Remuneration Committee of Council
24 May 2021	Special Management Executive Committee
24 May 2021	UJ Awards Committee
25 May 2021	Special Management Executive Committee: Academic
25 May 2021	Institutional Forum
26 May 2021	Executive Leadership Group: Annual Reporting
27 May 2021	Executive Leadership Group: Annual Reporting
28 May 2021	COVID-19 Coordinating Committee
01 June 2021	Senate Higher Degrees Committee
02 June 2021	Management Executive Committee: Academic
03 June 2021	Special Management Executive Committee
03 June 2021	Management Executive Committee: Risk Management
07 June 2021	Special Management Executive Committee
07 June 2021	Management Executive Committee: Transformation Committee
08 June 2021	Management Executive Committee: Commercialisation Committee
10 June 2021	Special Management Executive Committee
10 June 2021	Senate
11 June 2021	COVID-19 Coordinating Committee
14 June 2021	Management Executive Committee: Breakaway
15 June 2021	Management Executive Committee
21 June 2021	Special Management Executive Committee: Academic
23 June 2021	Special Institutional Forum
24 June 2021	Special Management Executive Committee
24 June 2021	Special Human Resources and Social Ethics Committee of Council
24 June 2021	Council
25 June 2021	COVID-19 Coordinating Committee
15 July 2021	Special Management Executive Committee
19 July 2021	Special Management Executive Committee: Academic
20 July 2021	Management Executive Committee

23 July 2021	COVID-19 Coordinating Committee
26 July 2021	Special Management Executive Committee: Academic
29 July 2021	Special Management Executive Committee
02 August 2021	Senate Higher Degrees Committee
04 August 2021	Special Management Executive Committee: Academic
05 August 2021	Special Management Executive Committee
06 August 2021	COVID-19 Coordinating Committee
10 August 2021	Management Executive Committee: Transformation Committee
11 August 2021	Investment Committee
12 August 2021	Special Management Executive Committee
12 August 2021	University Research Committee
16 August 2021	Executive Committee of Senate
17 August 2021	Management Executive Committee
18 August 2021	Audit and Risk Committee of Council
20 August 2021	COVID-19 Coordinating Committee
23 August 2021	Senate Teaching and Learning Committee
23 August 2021	Financial Sustainability Committee of Council
24 August 2021	Institutional Forum
25 August 2021	Management Executive Committee: Risk Management
25 August 2021	Projects and Resourcing Committee of Council
26 August 2021	Special Management Executive Committee
26 August 2021	Human Resources and Social Ethics Committee of Council
26 August 2021	Executive Committee of Council
30 August 2021	UJ Awards Committee
31 August 2021	Management Executive Committee: Academic
01 September 2021	Management Executive Committee: Commercialisation Committee
02 September 2021	Special Management Executive Committee
02 September 2021	Senate Higher Degrees Committee
03 September 2021	COVID-19 Coordinating Committee
13 September 2021	Senate
14 September 2021	Management Executive Committee
15 September 2021	Special Management Executive Committee: Academic
17 September 2021	COVID-19 Coordinating Committee
20 September 2021	Special Management Executive Committee
20 September 2021	Senate Research Ethics Committee
21 September 2021	Special Institutional Forum
22 September 2021	Council

27 September 2021	Executive Leadership Group: Strategic Breakaway
28 September 2021	Executive Leadership Group: Strategic Breakaway
29 September 2021	Executive Leadership Group: Strategic Breakaway
30 September 2021	Special Management Executive Committee
01 October 2021	COVID-19 Coordinating Committee
04 October 2021	Senate Higher Degrees Committee
05 October 2021	Management Executive Committee: Transformation Committee
07 October 2021	Special Management Executive Committee
07 October 2021	Special Human Resources and Social Ethics Committee of Council
11 October 2021	University Research Committee
13 October 2021	Special Management Executive Committee: Academic
14 October 2021	Special Management Executive Committee
14 October 2021	Executive Committee of Senate
15 October 2021	Special Management Executive Committee
15 October 2021	COVID-19 Coordinating Committee
18 October 2021	Senate Teaching and Learning Committee
19 October 2021	Management Executive Committee
19 October 2021	Senate Academic Freedom Committee
20 October 2021	Audit and Risk Committee of Council
25 October 2021	Financial Sustainability Committee of Council
26 October 2021	Institutional Forum
27 October 2021	Special Management Executive Committee: Academic
27 October 2021	Projects and Resourcing Committee of Council
28 October 2021	Special Management Executive Committee
28 October 2021	Human Resources and Social Ethics Committee of Council
28 October 2021	Executive Committee of Council
29 October 2021	COVID-19 Coordinating Committee
01 November 2021	Management Executive Committee: Strategic Breakaway
02 November 2021	Management Executive Committee: Strategic Breakaway
03 November 2021	Management Executive Committee: Strategic Breakaway
08 November 2021	Senate Higher Degrees Committee
08 November 2021	Investment Committee
09 November 2021	Management Executive Committee: Risk Management
11 November 2021	Special Management Executive Committee
11 November 2021	COVID-19 Coordinating Committee
15 November 2021	Enrolment Management Committee
15 November 2021	UJ Trust

16 November 2021	Management Executive Committee: Academic
17 November 2021	Management Executive Committee: Commercialisation Committee
18 November 2021	Special Management Executive Committee (MEC)
18 November 2021	Senate
23 November 2021	Management Executive Committee
24 November 2021	Special Institutional Forum
25 November 2021	COVID-19 Coordinating Committee
25 November 2021	Remuneration Committee of Council
25 November 2021	Special Human Resources and Social Ethics Committee of Council
25 November 2021	Council
26 November 2021	Council Workshop
02 December 2021	Special Management Executive Committee
08 December 2021	COVID-19 Coordinating Committee

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Occupational Health Practice

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1. OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

1.1 Operating context

The Occupational Health Practice (OHP) is a unit operating from the Campus Health Clinic on all four campuses and reporting into the Registrar's portfolio. In 2021 the OHP operated with a contracted Occupational Medical Practitioner (OMP), who visited each campus once a month, three permanent Occupational Health Nurse Practitioners (OHNP), and one Locum OHNP. One of the permanent OHNPs is Acting Head of OHP, in addition to managing one of the OHP clinics, due to the prolonged sick leave of the Head: OHP. One administrator is responsible for all four campuses and one Student Assistant is based at APK OHP.

The health risk-based approach of the OHP implies regular inclusive collaboration and consultation with the Occupational Safety Department, Risk Management, Operations, Primary Health Care and Event Risk Management, all internal to UJ, and with external peers in healthcare, food safety, travel medicine and agencies such as the World Health Organization and the International Commission on Occupational Health. Employees are the primary clientele. However, contractors, students and visitors are included when they are exposed to occupational health hazards. Legal instruction and programmes such as occupational health risk assessment, the resilience programme, injury management, incapacity assessment, travel health, food safety monitoring and medical surveillance are therefore mainly intended for UJ employees.

1.2 Governance

A clinic permit was granted by the Department of Health (DOH) under section 38A of the Nursing Act 50 of 1978, and OHP is, therefore, providing health services under this permit. The Occupational Medicine Practitioner (OMP), under the clinic permit, authorizes Occupational Health Nursing Practitioners (OHNPs) under section 56(6) of the new Nursing Act 33 of 2005 to perform a health service within an organization regarding the physical examination of any person, diagnosing any physical defect, illness or deficiency in any person, and keeping of prescribed medicines and the supply, administering or prescribing thereof on the prescribed conditions. Professional Nurses, therefore, hold Dispensing Licenses to conduct these roles. Medication is procured on this basis and stored as per the licence requirements.

The Occupational Health Practice derives its fundamentals and foundations from the International Commission of Occupational Health and the International Labour Organization. Occupational health is a globally advanced nursing/medical discipline involving a specialist role for professionally registered nurses and doctors. National regulatory and professional authorities further define and control professional scopes of practice.

The structure, through the Occupational Health Committee, provides for institutional accountability. Memberships of professional bodies are closely observed to ensure professional accountability and compliance with codes of competence and ethics.

The regulatory framework further governs nursing qualifications, registrations and includes scopes of practice, Codes of Good Practice, SA National Standards such as Spirometry, Audiometry, noise pollution, and event medical risk management.

The international legal-ethical framework is adhered to, including the relevant conventions, ratifications and recommendations by the International Labour Organization and the Code of Ethics for Occupational Health Services (by the International Commission on Occupational Health).

1.3 Quality Management

Self-evaluation is a prime focus of this Practice, and the highly positive client experience is evident in client satisfaction surveys and a narrative feedback register.

■ Committees

The Occupational Health Committee is governed by its charter, reporting into the Registrar's portfolio. The Head of this Practice is a member of the COVID-19 Coordinating Committee, the Graduation Committee and a permanent invitee to the MEC Risk Management Committee. The Committees for Persons with Disabilities, Risky Student Behaviour and Wellness are supported, as well as all Campus Forums.

■ Policy reviews

Following the cyclical review, policy and procedure documents were reviewed.

■ Reports

OHP reports in varying formats serve at the MEC Risk Management Committee, Registrar's Exco, MEC and the PRCC. An annual Integrated Occupational Health and Safety Report is compiled collaboratively between the two departments, in fulfilment of the UJ Compliance Report to the DHET.

1.4 Risk Management

■ Risk management fundamentals, legal mandate and focus areas

– Fundamentals

Risk management is fundamental to the Practice. Safe work and occupational health are constructs regulated by the International Labour Organization and the International Commission on Occupational Health.

National law prescribes that the employer 'shall provide and maintain, as far as is reasonably practicable, a working environment that is safe and **without risk to the health of his employees**' (Occupational Health and Safety Act 85 of 1993, as amended) (OHS Act). The OHS Act further recognizes the unique clinical roles of the Occupational Medicine Practitioner (Dr) and the Occupational Health Nursing Practitioner (Professional Nurse specialized in Occupational Health Nursing Science).

– Legal mandates

The OHP takes care of the two legal mandates directed to the occupational medical and nursing staff, in service of an organization and acting on behalf of the employer, being:

Medical Surveillance Programme

Any employee exposed to hazardous chemicals, biological agents, noise, asbestos and lead must be assimilated into the medical surveillance programme as designed and executed by the occupational health team.

Health Risk Assessment Programme

The employer shall ensure that such a programme determines if any employee might be exposed to hazardous substances by any route of intake.

– Other risks are managed through the following focus areas:

- ~ Pandemic/endemic Risk management (COVID-19)
- ~ Food safety risk management
- ~ Travel health risk assessment
- ~ Events risk assessment and resourcing
- ~ Executive Resilience programme
- ~ Emergency medical response

2. OCCUPATIONAL HEALTH CARE PERFORMANCE FOR 2021

2.1 COVID-19 RESPONSE TO PANDEMIC

- COVID-19 cases were reported to Campus Health Service (CHS) through self-reporting, by Heads of Departments, or by staff members who came to know about positive cases.
- Telephonic follow-up with all positive cases and those in isolation was done for 10-14 days. Close contact tracing commenced immediately after receiving notification of a positive case.

- All reported COVID-19 positive cases and close contact registers were recorded, and progress was reported daily.
- COVID-19 daily statistics were recorded and updated daily on the uLink dashboard to enable the UJ community to track the UJ positivity rate and the effects of COVID-19 on the University community.
- A weekly report on the COVID-19 infection rate was provided to the Executive Committee of the COVID-19 Coordination Committee (CCC), with a subsequent report provided to the CCC bi-weekly.
- OHP provided online health education regarding COVID-19 related matters, including the promotion of COVID-19 vaccination. Where possible and safe, small groups attended these sessions, in particular, grounds and service staff.
- OHP ensured compliance with external reporting by submitting reports weekly to NIOH. The reports included the following registers:
 - Symptoms Screening.
 - Vulnerable employees.
 - Positive cases.
 - Recovered cases.
- Employees who had contracted COVID-19 in the line of duty were reported to the Workman's Compensation Commissioner with assistance from the Occupational Safety Department. 21 cases have been reported since the beginning of the COVID-19 pandemic.
- A COVID-19 vaccination self-disclosure link was created in partnership with the Centre for Academic Technologies (CAT). Employees and students can self-disclose after receiving their vaccines. Having these vaccination statistics will assist UJ with our reintegration planning.

Table 1: COVID-19 Pandemic statistics since 2020

COVID-19 SUMMARY STATS	2020	2021
Positive cases reported to OHP	123	476
Hospitalizations	21	32
Quarantine cases	210	447
Staff on campus 7 days prior testing positive	34	200
Recovered cases/rate	180 (98%)	638 (97.4%)
Death related to COVID-19	2	16

2.2 IMPACT OF COVID-19 WITHIN OHP UNIT 2020 – 2021 IN SUMMARY

- During 2020 lockdown level 5 the clinic operated from APK campus, with OHP and PHC operating to provide essential and emergency services to those UJ community members on campus. When lockdown levels were eased, all clinics were operational.
- Follow-up of employees was done from home using personal airtime and submitting reports to OMP for consolidation using personal cell phones.
- All legally mandated services and focus areas not fulfilled during 2020 were carried forward to the 2021/2022 plan. These had a huge impact on the progress of the department.
- During the first and second quarters of 2021, progress was slow with increased interruptions to fulfilling the objectives of OHP, due to the increased number of COVID-19 infections internally and nationally.
- Due to low human resources in OHP, at the height of COVID-19 infections at UJ, OHNP become overwhelmed with cases that needed to be followed up daily.
- The increased death rate of UJ staff members impacted the OHNPs psychologically as OHNPs were following up on hospitalized employees until such time as response was not received, only to get feedback from family members or colleagues reporting their death.
- Two OHNPs contracted COVID-19 infections in 2021, and two of the clinics had to close down. They recovered well and continued with their duties.

- Staff meetings were held regularly over MS Teams and by telephone, and WhatsApp was used as a form of communication and debriefing.

2.3 HEALTH RISK ASSESSMENT

Occupational health risk is either identified through the planned programme of two-yearly outsourced assessments by Occupational Hygienists or by the UJ OH team during site visits. The audit intervals occur following the Occupational Health and Safety Act, 85 of 1993, as amended, and its regulations. Emerging risk is, however, assessed in addition to the annual audit plan – as it arises.

- Risk assessments may be tailored as qualitative risk assessments, as reflected in the heat maps that have been developed for each campus and for UJ as an entity. (Copy available if required).
- Quantitative surveys are added to measure general ventilation rates, ergonomics, levels of chemical/biological agents, illumination, noise and extraction ventilation. Audit reports provide substantiated risk rankings, advisories on training, signage and suggested medical surveillance for vulnerable (exposed) groups.

Table 2 provides an overview of all Occupational Health risks identified to date, as well as controls and mitigation strategies.

Table 2: Overview of occupational health risk and controls

NO	RISK	CONTROL	CONTROL ACTION PLAN
1	Occupational Risks to health present at UJ	Health Risk Assessment	Prioritized risk spaces and practices are audited at legally prescribed intervals. Focus areas are Water Quality, Hazardous Chemical Substances, Hazardous Biological Agents and Indoor Air Quality.
2	Persons at risk of occupational exposures	Medical Surveillance Programme & Radiation exposure	Persons are assessed clinically as per the Health Surveillance matrix for exposure effects Dosimetry. Licensing process in collaboration with Radiation Protection Officer.
3	Persons at risk of communicable, destination-bound, or endemic disease and air travel risk	Travel Health Programme	Pre-travel medical immunizations. Chemoprophylaxis. Travel first aid kit. Travel advisories are issued to the UJ population upon receipt of alerts. Liaison with national/international agencies. Notifications of local travel to ER24 to ensure dedicated response and stabilization of patients.
4	Foodborne Disease outbreaks resulting in acute incapacity and reputational risk	Food Safety auditing programme	Quarterly external auditing: results are interpreted and relayed to Registrar, Campus Directors, Property Management and (every 6 months) to the MEC Risk Management Committee.
5	Medical emergencies and fatalities precipitated by official UJ events	Event medical risk management	Comprehensive event medical risk planning. ER24 is contracted when indicated; SANS 10366:2015 engaged as a guideline to allocate resources. Medical Plan for the on-site response. On-site attendance and situation reporting at high-risk events. Notification of academic tours to enable remote medical response, stabilizing and transfer of patients as per contract.
6	Disaster medical risk	Triage Plan	Disaster Room equipped and maintained. Basic Life Support training is arranged annually for Professional Nurses. The emergency room at all clinics is equipped with emergency trolleys and protocols written.

7	Outbreaks of communicable disease	Environmental scanning	Clinical Management Guidelines obtained and updated from DOH, distributed to Health Care professionals. Continual risk scanning and contextual interpretation. Immunization campaigns. National professional network established. Personal Protective Equipment to UJ Healthcare workers. Post Exposure Prophylaxis to those exposed. UJ Management Plan.
9	Potential delayed response time to medical emergencies at UJ campuses	UJ medical response default plan	Medical response by Protection Services' responders and Health Professionals by default. Control room staff requests our assistance when needed. Island Risk Assessment conducted, and Risk Action Plan operationalized. Triage plans were designed for each campus control room.
10	Confidentiality breach	Confidentiality agreement	Confidentiality agreements are signed by all Occupational Health staff.

- Health Risk Assessments (HRA) quantitative and qualitative Performance
 - The target for 2021 was to assess 86 environments. **93** assessments were done and reports were provided to Heads of Departments for implementation of recommendations.
 - Hygiene Surveys are done by private companies contracted by the OHP to measure quantifiable risks such as noise, ventilation and microbes found on surfaces and in the air. All surveys were conducted as planned during the third quarter, as COVID-19 infections were low and most employees were back on-site and laboratories were fully operational.
- Health risk interpretation and response

All identified health risk is filtered, contextualized, and captured in the OHP risk register and considered for the Registrar's risk register. The Registrar places serious risk items on the agenda of the MEC Risk Management Committee for noting, actioning, or uptake into the Institutional risk register. Acute risk, however, is addressed immediately through telephonic or emailed contact and memorandums to relevant management structures.

The risks identified by the OHP that have been recorded in the three risk registers are reflected in Table 3.

Detailed discussions on on-site visits and Health Risk Assessments conducted by professional colleagues are included in campus-specific Quarterly Reports, available upon request.

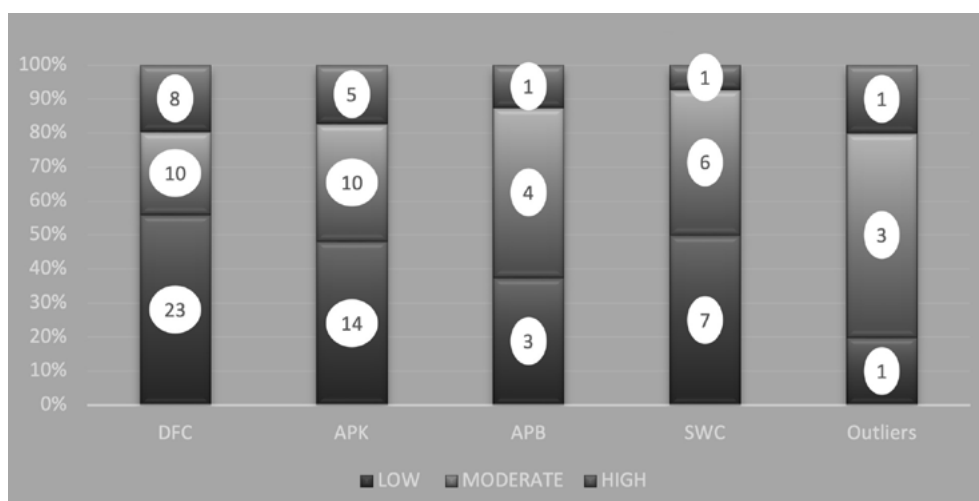
Occupational Health risk profile

- **Compilation of the qualitative UJ Occupational Health risk profile**
 - Information collected from audit reports and site visits at UJ over the years has resulted in the development of a UJ Occupational Health Risk Profile per campus and ultimately an integrated profile for UJ.
 - The control banding methodology (qualitative health risk assessment) was enlisted in the rating of hazards and risks, copy available if required.
 - The risk score is expressed as a function of impact and probability and indicates the priority of a health hazard, namely low, moderate, or high risk.
- **UJ qualitative Occupational Health Risk Profile**

In total, 97 risks were identified and ratings of high, moderate, or low risk were allocated as shown in Figure 1. The campus presenting with the most risks overall was DFC at 41, followed by APK at 29, SWC at 14, APB at 8 and outliers at 4.

Table 3: UJ risks recorded in three UJ Risk Registers

RISK	OHP REGISTER	REGISTRAR'S REGISTER	INSTITUTIONAL RISK REGISTER
1. Event Medical Risk			
2. Delayed response to medical emergencies on campus			
3. Travel health risks related to official travel of all stakeholders			
4. Exposure of students and staff to infectious and hazardous agents			
5. Foodborne disease outbreaks due to lacking practices by food tenants at UJ			
6. Quality and quantity of water supply to campuses			

Figure 1: UJ Sites Risk rating 2021

- **16 HIGH risks**
 - HIGH risks consisted of poor housekeeping, poor ventilation and building maintenance that can lead to injuries and ill health. Further high risks included improper stacking, maintenance and storage that might lead to serious and fatal injuries. The campus with the highest number of high risks was DFC, followed by APK.
- **33 MODERATE risks**
 - MODERATE risks included working chemical exposure risk and exposure to biological agents due to poor management of waste. Both DFC and APK have the same number of moderate risks, followed by SWC.
- **48 LOW risks**
 - LOW risk includes birds' nests, exposed/loose electrical cables, roof leaks and poor ventilation, potentially causing injury, illnesses and low work performance. The campus presenting with the highest number of low risk findings was DFC, while APK and SWC follow.
- **Outsourced Occupational Hygiene Quantitative Occupational Hygiene surveys 2021**
 - Faculty of Engineering and the Built Environment (FEBE), APK and DFC, and Faculty of Art Design And Architecture (FADA)

The purpose of surveying the above-named Faculties was to establish compliance with the requirements of the regulations of the Occupational Health and Safety Act (85 of 1993), that is, related to lighting, general ventilation, extraction, and hazardous chemical agents, and to make recommendations where any non-conformances were identified.

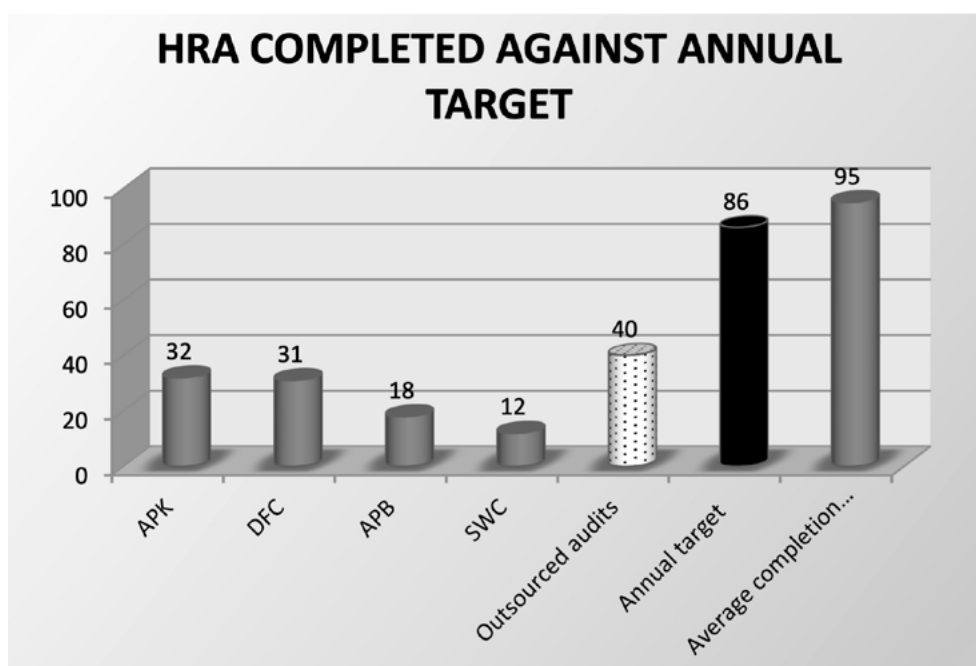
- Reports are received and distributed to the Faculties and to Occupational Safety to assist with the implementation of recommendations.
- OHP will be implementing the medical surveillance recommendations.

■ Noise surveys

The purpose was to assist the selected departments to develop a hearing conservation programme, and to zone areas where hearing conservation measures must be applied, and also, to assess compliance with the Noise-Induced Hearing Loss Regulations under the Occupational Health and Safety Act 85 of 1993 on all four campuses in high-risk areas.

- Noise Surveys were conducted in the identified areas by OHP on all four campuses.
- Reports are received and distributed to the departments and Occupational Safety colleagues to ensure the correct demarcation of noise zones.
- OHP will be implementing the medical surveillance recommendations.

Figure 2: Completions in relation to OH risk assessment target



2.4 MEDICAL SURVEILLANCE PROGRAMME

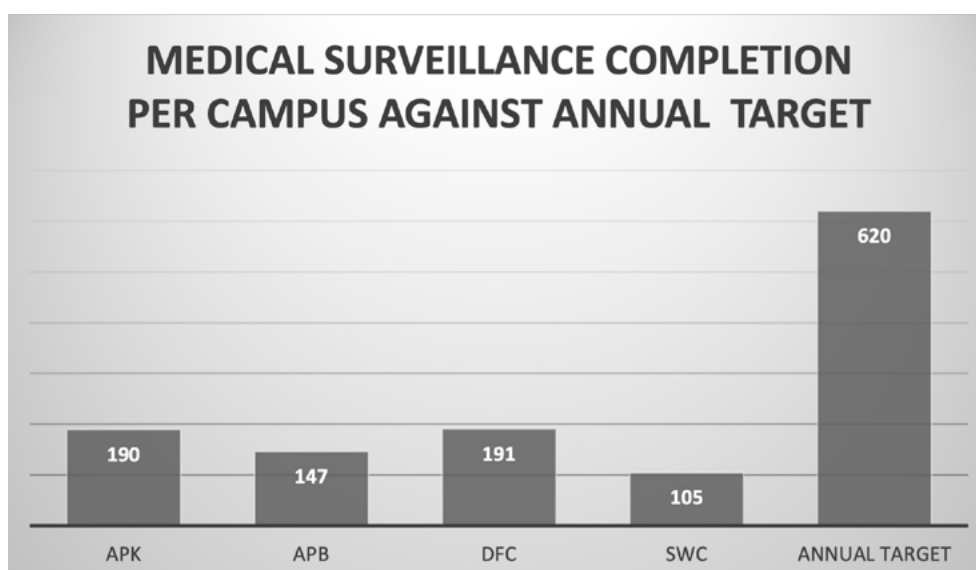
■ Medical Surveillance compliance

- Health surveillance of employees is undertaken to prevent impact on their health of occupational stressors, such as chemicals, biological agents, physical stress, psychological, noise and radiation. This includes hearing tests, blood tests and medical assessments on all staff potentially exposed, in compliance with the Occupational Health and Safety Act 85 of 1993 (OHSA).
- Lung Function Tests were excluded due to the risk of COVID -19 infection, as recommended by OMP.
- The Medical Surveillance Programme is formatted on annual/bi-annual cycles, and the target for these assessments is based on the Surveillance matrix and the Occupational Risk Profile (OREP) compiled by OMP after Health Risk Assessment findings.

■ **Medical Surveillance against Annual Personal Performance Plan target**

- The medical surveillance target for 2021, for all four campuses combined, was 882. However, the combined number of medicals achievable, in terms of available personnel, stood at 620; this left a total of 262 medicals outstanding. The highest difference was at DFC, with 79 outstanding medicals.
- A contractor was appointed for APK, APB and SWC to assist with medical surveillance targets. For DFC a locum Occupational Health Nursing Professional was appointed. In all, 633 medical surveillance assessments were conducted.
- The number of COVID-19 infections decreased significantly during the third quarter; hence we were able to continue with the medical surveillance program as planned.

Figure 3: Medical Surveillance completions per campus 2021



2.5 EXECUTIVE RESILIENCE PROGRAMME

■ **Tiers**

The three tiers of the UJ Resilience Programme offer ongoing assessments and support to the clientele. The Executive Resilience Programme is devoted to the ELG, the PA-RP programme to the PAs of the ELG and the HOD Resilience Programme (HOD-RP) to the 50 existing clients on the register. Further roll-out of the HOD-RP is dependent on further resources.

■ **Assessments**

Three consultations were included for the three programmes for the reporting period. The baseline medical examination is usually followed by an assessment and evaluation by the Occupational Medical Practitioner. From prescribing, referral or other interventions occur. This provides the client with year-on-year progress tracking and response to treatment.

- ERP clientele is sponsored to attend UJ Gyms at the campus of their choice.
- Five employees attended the programme; most of the employees could not access the programme due to the COVID-19 resurgence, and some were working from home.

■ **Mental health management**

Spontaneous contact made with this Practice or psychological/psychiatric emergencies often prompt customized or discreet interventions. Life Employee Health Solutions (Life EHS) or external psychologists / psychiatrists are consulted for such a service and for professional reports. This essential service is provided from the Executive Resilience cost centre and demonstrates caring towards the employee or colleagues of an employee in need. A report from a clinical psychologist or psychiatrist will be the determining factor in incapacity case management.

- Twenty (20) employees were referred and managed for incapacity assessment, struggling with the effects of lockdown, COVID-19 infections and loss of family members and colleagues due to COVID-19 related deaths.

2.6 RADIATION EXPOSURE RISK MANAGEMENT

Monthly dosimeter disks are ordered from SABS for radiation workers at UJ. After each 4-week wearing period, the batch is couriered to SABS for analyses. The results are evaluated by the UJ Radiation Protection Officer (RPO*) and Occupational Medicine Practitioner.

- Baseline and periodic medical examinations are conducted on prospective and current Radiation Workers to duly register them at the Department of Health's Directorate of Radiation Control.
- In the 2021 period, no abnormal dosimeter readings were detected, i.e. no skin dose > 0.15 mSv per wearing period. The annual whole body limit of 20 mSv was never exceeded, and blood tests and physical assessments were within acceptable ranges.

CLIENT CONTACT SESSIONS

- 5 670 consultations were carried out by OHNPs. These included COVID-19 positive and quarantine cases follow-ups and consultations with the Occupational Medical Practitioner, both on and off-site. See table 2.

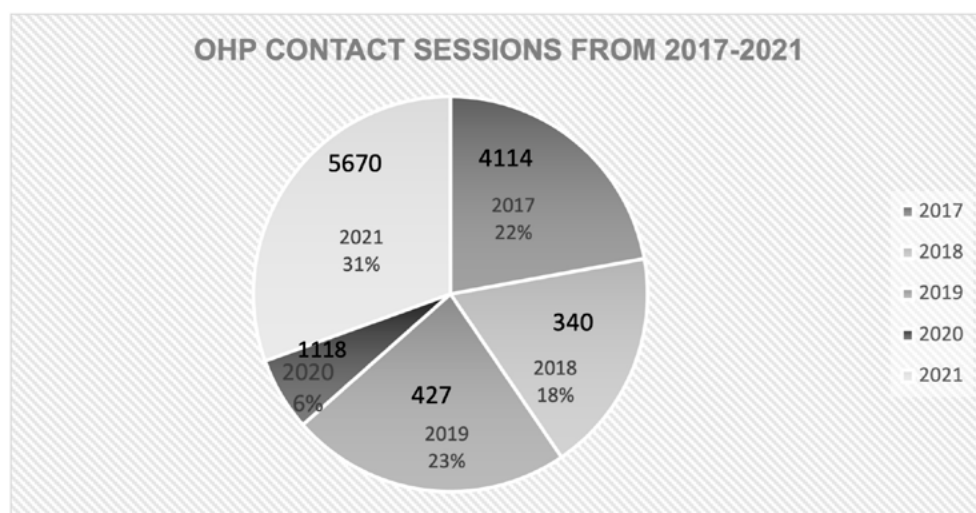


Figure 4: Cumulative Client contact sessions

2.7 FOOD SAFETY AUDITING

The Food safety audits are conducted by a service provider contracted by OHP. The audits take place quarterly at all UJ food premises. Justification for auditing is derived from legislation, national and international standards including but not limited to:

- Foodstuffs, Cosmetics and Disinfectants Act, 1972 (Act. 54 of 1972)
- Regulations governing general hygiene requirements for food premises, the transport of food and related matters, 2018 (Reg R638 of 2018)
- Occupational Health and Safety Act, 1993 (Act. 85 of 1993)
- SANS 10049:2011. Food safety management – Requirements for prerequisite programmes
- UJ Food Safety Policy

OHP and Property Management is presented with detailed audit reports on each outlet quarterly, indicating the findings of the audit and overall performance in three sections:

- **Housekeeping** – Indicating the general practices in and management of the facilities.
- **Maintenance** – Indicating the structural acceptability of the facility and the maintenance of structures and equipment.

Table 2: Client contact session types

CLIENT CONTACT SESSION TYPES	TOTAL
Occupational Healthcare	2070
Resilience Programme ELG, PA's and 50 HOD's	5
Radiation medicals	20
Pre-placement, baseline & periodic medicals	633
Public Driver Permit assessments	0
Travel Medicine (pre-travel assessments; travel bags)	68
Blood tests	310
Post-exposure prophylaxis (PEP) after needle stick injury	0
Lung function tests	0
Hearing tests (audiometry)	315
Eye tests (vision screening)	633
Emotional debriefing	66
Injuries and emergencies	20
Primary Healthcare	328
Vaccinations other than the Influenza campaign	93
Consultations	283
Ill health retirement & Incapacity assessments	22
CAMPAIGNS	
Vaccinations: Influenza campaign	254
Blood tests: Movember PSA campaign	181
OHP COVID-19 CASES CONSULTATIONS	
Quarantine cases	1183
Positive cases	1070
Vulnerable employees	186
TOTAL CONSULTATIONS	5 670

- **Microbiological** – Indicating the acceptability of food and hygiene swabs tested on the facility.
- Overall risk performance is calculated at 50% Housekeeping and Maintenance and 50% Microbiological acceptance. Housekeeping and Maintenance consist of a total risk score of all risk categories, excepting Microbiological acceptance.
- **Overall food safety performance and risk score for 2021**
 - The set standard for UJ Food safety is 90% on the components audited with a minimum international criterion of 85%.
 - Food safety audits were completed in March, June, September, and November 2021.
 - The overall Food safety score was 95%, with a microbial overall score of 97% and a housekeeping and maintenance score of 76%.
- **General findings**
 - The microbial overall score remained above 90% in the past five years, which shows good hygiene measures to prevent food contamination.

- The Housekeeping and Maintenance score is affected by constant turnover and insufficient training of food handlers due to the COVID-19 resurgence.
- A significant deterioration in documents and record-keeping at the food premises.
- Lack of understanding of the legal requirements and the legal responsibilities of the shop owners.
- Poor product control such as temperature escalates the risk of the food spoiling.

■ Recommendations

- Key problem stores identified, and specific programmes and investigations planned.
- Training of shop owners about the importance of record-keeping systems in the stores.
- Training in and re-implementation of food safety at certain food premises

Table 3: Results of the four rounds are displayed

2021	HOUSEKEEPING & MAINTENANCE				MICROBIOLOGICAL SCORE				TOTAL SCORE			
Month & Area	March	June	Sept	Nov	March	June	Sept	Nov	March	June	Sept	Nov
DFC	74%	70%	77%	61%	95%	96%	100%	100%	81%	80%	87%	76%
SWC	82%	79%	75%	61%	100%	94%	92%	96%	91%	86%	83%	79%
APK	85%	85%	75%	69%	100%	95%	100%	97%	93%	90%	87%	83%
APB	87%	85%	75%	68%	92%	92%	100%	100%	90%	88%	86%	84%
JIAS	95%	96%	96%	–	100%	92%	92%	–	98%	80%	80%	–
AVERAGE ANNUAL SCORE	82%	83%	80%	71%	97%	95%	97%	97%	89%	88%	85%	80%
2021 overall performance	76%				97%				95%			

- The microbiological score has remained above 90% in the past 4 years, which shows consistency in maintaining food hygiene safety. However, emphasis was placed on the legal and public liability risks associated with risky food safety practices.
- High-risk units were identified through their consistent poor performance. The Director: Property Management receives all reports, and performance/risk management is based on the updated UJ Food Safety Policy that includes management of non-compliance.

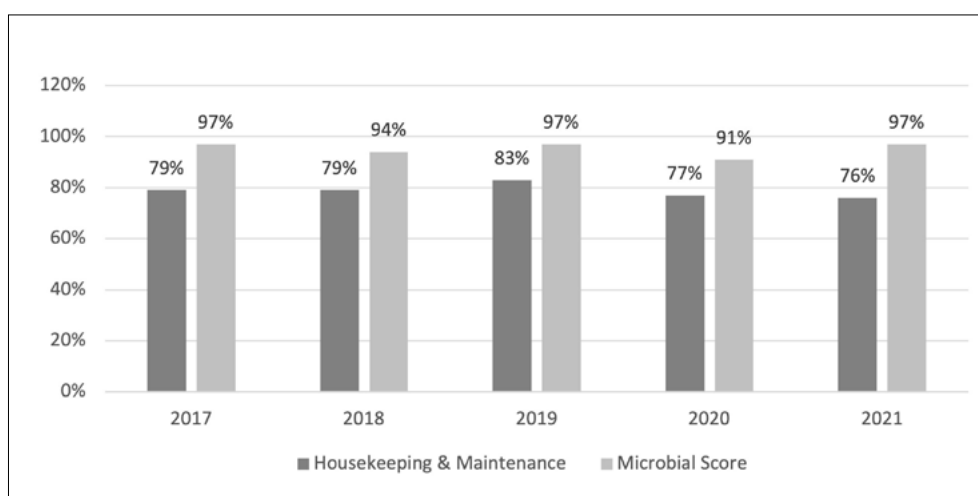


Figure 5: Cumulative Housekeeping, Maintenance and Microbiological score since 2017

2.8 EVENT MEDICAL RISK MANAGEMENT

The OHP has adopted the role of medical mediator for official academic and cultural events at UJ. Each event reported to OHP by the Event Risk Manager, is analysed in terms of its medical risk. Medical standby for sporting events is arranged by the Head: Primary Healthcare.

In line with the contractual provision by ER24, a request for medical assistance on-site or a notification is issued, depending on the level of risk.

In case of an event, as defined by legislation and the UJ SOP, on-site standby is requested and medical plans are generated suited to the nature and scope of risk. The medical response is decided by ER24 following the SANS 10366:2015 standard. Care is taken to ensure that medical responders act within their Scope of Practice and that they are duly registered clinicians with the Health Professions Council of South Africa and the South African Nursing Council.

■ Event medical risk assessments during 2021

- A total of 16 events were managed by the OHP, of which 12 were during the 2021 Registration Period and four were Students Protests.
- Minor incidents were reported relating to student protests; these were appropriately managed with support from ER24 and Protection Services.
- Most other events were suspended due to the COVID-19 pandemic as can be noted in Figure 6.

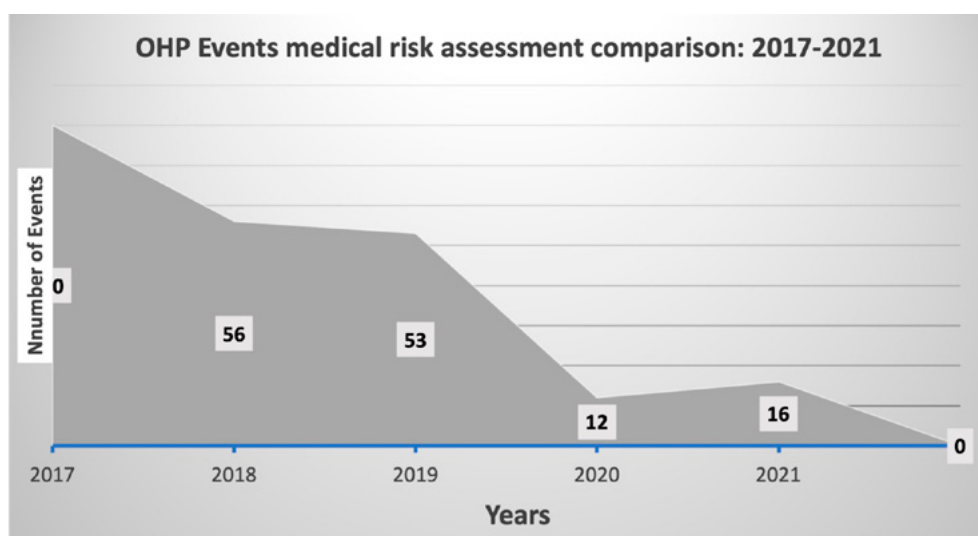


Figure 6: Annual event medical risk assessments since 2017

2.9 EMERGENCY MEDICAL RESPONSE

Response to calls for assistance is prioritized. Two-way radio communication is monitored during crises. Deployment and coordination of medical response are done at incidents where assistance is called upon. Professional decisions are taken on ER24's deployment.

An analysis of EMS services delivered to UJ by all stakeholders, i.e., by the contracted ER24, Professional Nurses at clinics and the Reaction Teams at Protection Services, was prepared and a memo submitted to MEC. The objective was to explicate the legal-ethical background and professional Scope of Practice of responders and to delineate the roles of all stakeholders in responding to medical emergencies on UJ premises.

2.10 TRAVEL MEDICINE

■ Advisories regarding travel

Outbound UJ official travellers are exposed to a unique set of occupational destination health risks. For this purpose and in line with the provisions of the OHS Act to assess all risks associated with work, the OHP screens the global risks to health to alert travellers to potential risks. In addition, medical pre-travel health assessments and vaccinations are conducted on travellers to determine fitness to travel and mitigate vaccine-preventable diseases.

If the degree of risk is unreasonably high, a UJ travel alert is issued to inform and advise against travel to high-risk areas, such as during the Ebola and COVID-19 outbreaks. Circulars are posted on the Intranet as risk emerges.

■ Travel Health performance 2021

- 68 travel health risk assessments were conducted for employees undertaking official international and national trips. Pre- and post-travel assessments were done at the OHP and travel bags and vaccinations according to the destination area were issued. Assessment of destination countries for travellers was also done.
- As is evident from Figure 7, between 2017 and 2019, employees were becoming aware of and utilizing the service. 2019 shows the highest use until the COVID-19 pandemic affected UJ official travellers in 2020 and 2021 up to the third quarter of the year. From that point on, a travel register was kept and every employee was monitored for COVID-19 symptoms pre-travel, and post-travel before returning to campus.
- A significant increase in the amount of official travelling was noted in the third quarter of the year after COVID-19 restrictions were lifted.

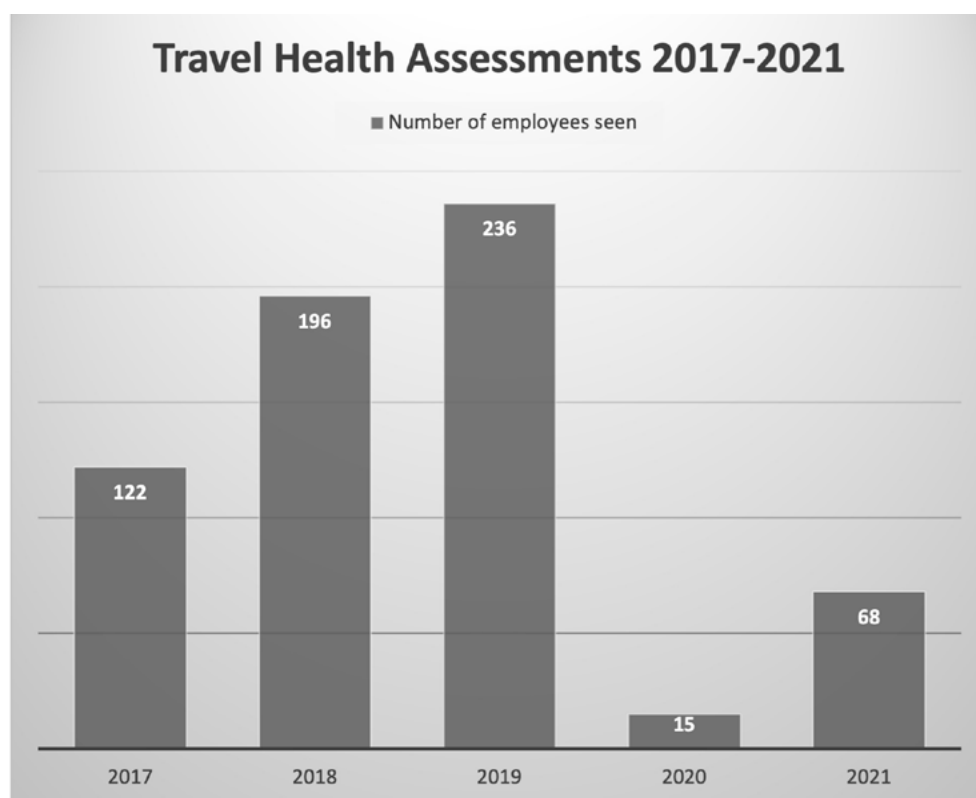


Figure 7: Five-year description of travel health assessments

3. OCCUPATIONAL HEALTH PRACTICE CAMPAIGNS

3.1 Influenza Campaign

This was initiated from 23 April to 21 May 2021. The campaign was a success, with 254 employees opting to vaccinate on campus. The OHP saved on costs by working in collaboration with local pharmacies which facilitated the billing process via the employee's medical aid scheme.

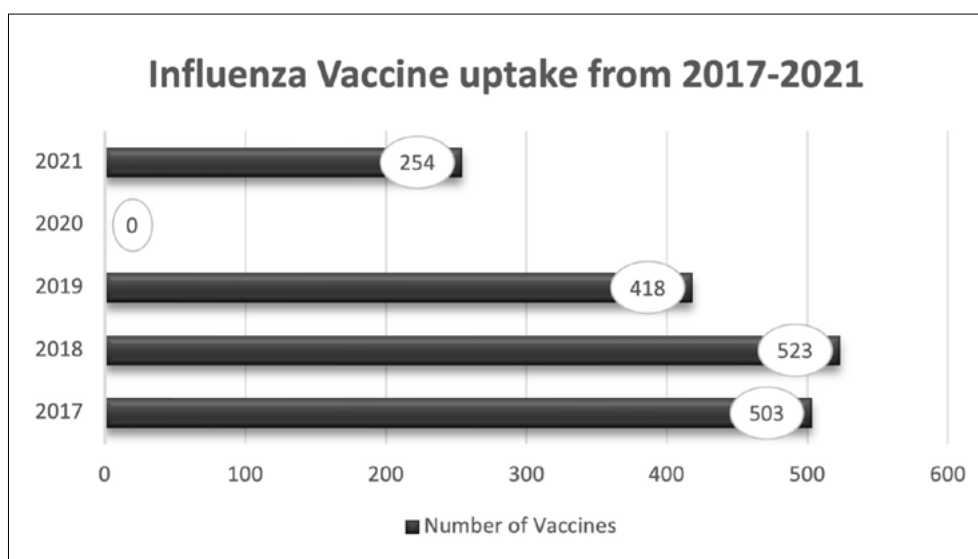


Figure 8: Influenza uptake over five years

3.2 Movember campaign

- An invitation was extended to UJ male employees above the age of 35 to have a complimentary Prostate Cancer Assay (PSA) blood test.
- Abnormal results were referred for further management to the UJ OMP and the employee's General Practitioner.
- 181 benefited from screening for prostate cancer in this November 2021 campaign. Table 4 indicates the uptake per campus:

Table 4: Number of participants per campus

CAMPUS	TOTAL PSA TESTS CONDUCTED
SWC	67
APK	65
DFC	34
APB	15
Total	181

- It can be noted from Figure 9 below, that the presence of a full-time OHNP at DFC and SWC made an impact on the utilization of the Movember programme.
- The shared position for DFC and SWC had previously prohibited full-time access to the service at the two campuses.
- DFC and SWC require 100% of the attention and time of the OHNP to benefit the employees.
- Figure 9 shows the numbers of males who benefited from the programme since 2017:

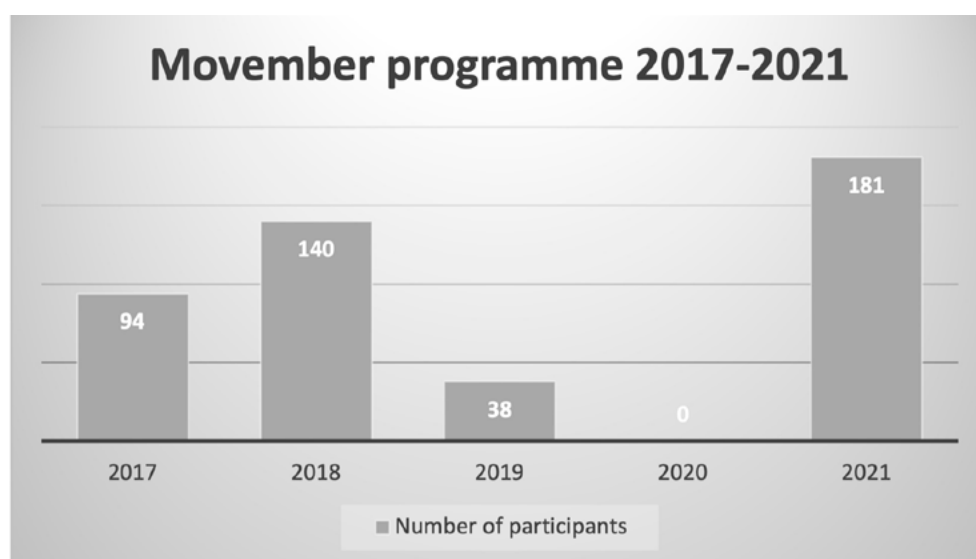


Figure 9: Utilisation of Movember campaign over five years

3.3 VACCINATION PROGRAMMES

A total number of 319 different vaccines were administered to food handlers, travellers, healthcare professionals, influenza vaccinations and those exposed to sewerage and Hazardous Biological agents as in Figure 10 below.

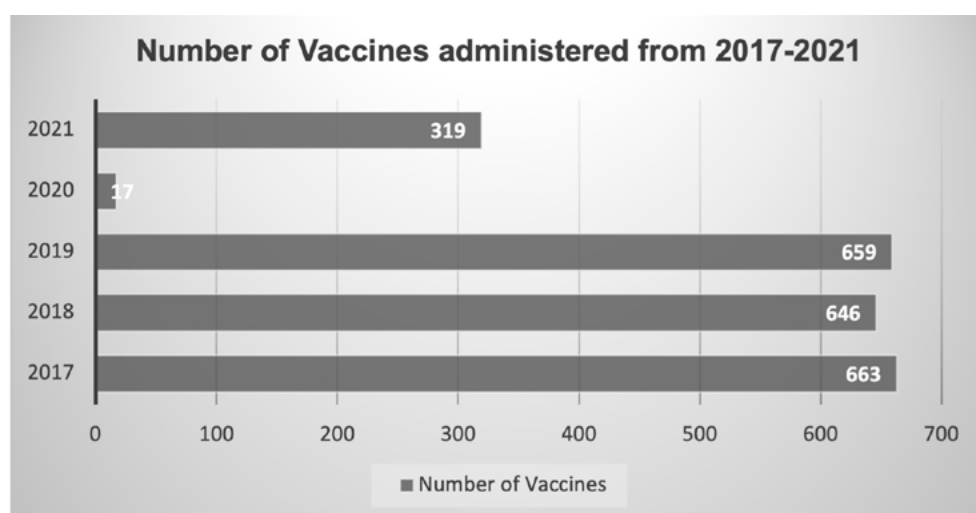


Figure 10: Vaccinations administered in five years

4. Needlestick injuries

Post-exposure prophylaxis is available to any clinician within one hour after exposure to blood – in the line of duty. Cases involving employees are processed as Injuries-on-duty and are reported to the Workmen's Compensation Commissioner. No such injuries occurred during the reporting period.

5. Business Continuity

- All OHNPs were vaccinated during the 2021 vaccination campaign for Health Care workers, to ensure safety and prevention of severe COVID-19 infection.

- OHP assisted staff members to get COVID-19 and Influenza vaccinations to keep them on duty and to reduce absenteeism.
- All OHNPs and the Departmental Administrator received laptops to ensure that they could continue working from home should the need arise.
- A telephonic advisory service was provided to staff members needing healthcare support during the pandemic.
- OHP meetings and telecom contact continued during the different levels of lockdown.
- Telephonic monitoring of Covid-19 positive cases and exposed individuals was done and reported daily.
- Staff meetings were held regularly over MS Teams, which ultimately proved a useful means to communicate with colleagues.
- The return to work of vulnerable employees was conducted through OHP as the rate of COVID-19 went down, to ensure that staff returned to their workplace safely.
- In the absence of the Head: OHP, a temporary OHNP was appointed at DFC, as the regular OHNP is Acting: Head and managing SWC.
- When the number of COVID-19 cases decreased nationally and on campus, the opportunity was used to carry on with the unit objectives.

6. STRATEGIC FOCUS AND TARGETS

OHP Strategic objectives aligned with UJ Strategic Plan 2025

The strategic alignment of the Practice with UJ Strategic Objectives numbers four, five and six finds expression in various ways.

a) **UJ Strategic Objective 4: An Enriching Student-Friendly Learning and Living Experience**

Occupational Health Risk Assessment: laboratories

The contribution of the OHP to a safe teaching and learning environment for international and resident staff and students was achieved by continual assessment of occupational health risks in laboratories, medical surveillance of research staff and provision of emergency medical services.

Food Safety monitoring

Food providers on campus are audited for compliance with food safety standards, yielding quality food and mitigating the risk of food poisoning.

b) **UJ Strategic Objective 5: National and Global Reputation Management**

Travel Health risk surveillance and clinic

The UJ OHP has grown its assessment of destination travel risk for UJ travellers. Screening emerging travel health risks is an ongoing service. The risk is applied to the UJ context, and travel alerts or articles are posted on the intranet and distributed to UJ Travel Coordinators.

Professional networking

Nationally, contact has been established with the Department of Labour's Directorate of Occupational Health and Hygiene, the SA Society for Occupational Health Nursing Practitioners (SASOHN) and the SA Society for Occupational Medicine (SASOM). Peers at HEIs are periodically contacted for benchmarking purposes. Externally, the HOD of this Practice serves as a member of Medichem, the International Commission on Occupational Health's technical committee on Chemicals in the Workplace. The HOD of this Practice further serves on the SASOHN technical team for the review of the Hazardous Chemical Agents regulations of the Occupational Health and Safety Act.

c) **UJ Strategic Objective 6: Fitness for Global Excellence and Stature**

Risk management and mitigation of risk

The OHP has created awareness in high-risk environments, such as the Faculty of Science and the Faculty of Health Sciences, among under- and post-graduate researchers. Hazardous chemical substances may present physical, health and environmental hazard class risks. Health risk assessments and chemical risk

assessments are conducted on new processes as soon as the OHP receives a notification or is informed during site visits. In the event of an incident, medical response and case management is done. Injuries on duty are reported if an employee is injured or exposed to hazards.

Strong service point

The welcoming, caring and service-orientated approach of the Practice is shown by the year-on-year growing utilization rate and by narrative feedback that displays an appreciation for the service, as evidenced by the positive feedback.

Legal and ethical compliance

Legal compliance occurs principally under the occupational health roles in the Occupational Health and Safety Act, 85 of 1993 as amended, as well as with the wider regulatory framework.

Ethical compliance is evidenced by zero confidentiality breaches, a climate of caring, collegiality and professionalism in line with the Code of Ethics of the International Commission of Occupational Health and the SA Nursing Council.

7. SUPPORT SERVICES INDICATORS: OHP CONTRIBUTION

The central UJ document tracking performance progress for the support domain, entitled "Support Services Indicators", refers. Three of the four elements apply to the Occupational Health Practice, and indicators were assigned as in Table 5 below.

Due to the COVID-19 national lockdown, most of our planned programs were postponed as they involve close contact with our clients and visiting various departments.

Table 5: UJ Support Service Indicators: Occupational Health Practice contribution

UJ ASSIGNED KEY PERFORMANCE AREAS	OH PRACTICE PERFORMANCE INDICATORS	2020 TARGET
Transactional support services operated efficiently and effectively	a. Occupational Disease	0%
	b. Food Safety Compliance rate	95% UJ average
	c. Radiation exposure risk	No skin dose > 0.15 mSv per wearing period. The annual whole body limit of 20 mSv was never exceeded.
Satisfaction with services provided by Support Divisions	Positive narrative feedback	95%
Effective project management	Health Risk Assessments: annual completion rate	90%
	Medical Surveillance targets: annual completion rate	95%

8. GOALS AND TARGETS FOR 2025

By 2025 the OHP at UJ should be renowned for its leadership and stature among peers locally and globally, and for continual research on leading practice at the HEI. This should include the innovative introduction of digital health technologies in the UJ Occupational Health Practice's system of governance and reporting, and further operational digitization where possible.

9. EMPLOYEE PROFILE

Seven positions are associated with the OHP: five permanent, one independent contractor and one temporary OHNP, as reflected in Table 6.

Table 6: OHP Employee Profile

JOB CATEGORY	NO	OCCUPATIONAL LEVEL	JOB GRADING	PERMANENT	CONTRACT	TEMPORARY
Non-academic	1	Professionally qualified, experienced specialists and mid-management	6			
	2	Skilled, academically qualified	8			
	3	Skilled, academically qualified	8			
	4	Skilled, academically qualified	8			
	5	Skilled, academically qualified	8			
	6	Skilled, technically qualified	11			
	7	Professionally qualified, experienced specialists and mid-management	n/a		IC	

■ Equity profile

The population group equity profile of the OHP (permanent employees) at 60% is close to the national African figure of 73,5% and the regional figure of 76,1%. The figure compares well with the Registrar's portfolio, where 68% of the staff is black.

Gender equity is understood in the context of the 2012 national gender profile for professional nurses, which reflects a 1:9 ratio of male: to female nurses.

Table 7: OHP Employee Profile

Black	White
3 (60%)	2 (40%)
Male	Female
0	5

■ Appointments, resignations, and succession planning

The staff complement has remained stable.

10. STAFF DEVELOPMENT INITIATIVES AND PROGRESS, QUALIFICATIONS OF STAFF AND STAFF ENGAGED IN STUDY

- All personal developmental plans were cancelled due to the uncertainty of the national lockdown.
- All staff members attended Covid-19 related webinars through NIOH, Wits Health and WHO.
- All OHNPs have an Occupational Health degree/diploma.
- All nursing professionals have Dispensing Licences, Eye testing/Vision Screening, Spirometry (Lung function testing certificate) and Audiometry (Hearing test certificate).
- The administrative assistant holds a Business Administration Certificate through UJ.

11. ACHIEVEMENTS AND LEADERSHIP DEVELOPMENT OF EMPLOYEES

The OH team members have been allocated roles and responsibilities for selected components of the Practice. Accordingly, members do research and benchmarking and source opportunities for development. They report on and drive their sub-portfolios as well.

Table 8: OHNP's roles

OHNP	ROLES	SPACES RESPONSIBLE FOR
Miranda Tshabangu Maegan Abels	Ergonomics Vision screening Benchmarking surveys in SA Chronic Disease management Drug/stock procurement	DFC CAMPUS SWC CAMPUS
Anne Henning	Food Safety Spirometry Chronic Disease management Drug/stock procurement	APB CAMPUS JIAS JBS UJMA
Margareth Langeveldt	Travel Health Audiometry Printing of client files Movember & Influenza Drug/stock procurement Chronic Disease management	APK CAMPUS UJ STADIUM ORBAN WESSPORT
Elana Venter Miranda Tshabangu	Strategic management Practice management Research Affiliations/networking Risk profile analyses/interpretation Prof registrations and CPD HEDA-, Website- & Intranet sites Events co-ordination	ALL

- **MANAGEMENT OF VACANCIES**
 - No vacancies existed in 2021.
- **MANAGEMENT OF OVERTIME**
 - No overtime remuneration applies.

12. COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT, NATIONAL AND GLOBAL REPUTATION MANAGEMENT

12.1 Community service

- In the light of lean resources and the clinic permit limiting the nature and scope of work to the *UJ clientele*, no professional services can be delivered to the community. This Practice, however, fully supports the annual Mandela Day initiatives.

12.2 Stakeholder engagement internal and external

- **Internal stakeholder engagement reports/initiatives**
 - Protection Services are usually the first responders to medical emergencies on-site and may consult us if required. Daily transport of patients to and from hospitals is taken care of. Collaborative Event Risk planning and coordination at all official academic and cultural events is in place.
 - The Primary Health Care colleagues share spaces with this Practice at the Campus Health clinics, e.g. the dispensary, reception area and emergency room. The OHP provides emergency equipment, drugs and Medical Management Guidelines.
 - The Occupational Safety Department: is regularly briefed on safety risk findings resulting from formal Health Risk Audits. The Department is consulted where overlap occurs during process planning, incidents and risk assessments. Collaboration exists regarding injuries-on-duty: the OHP manages acute medical interventions and completes documentation to refer patients to hospital, and the Safety Department takes care of the processing of documentation.
 - Employee Wellness Life EHS delivers a service to employees who are referred to them for exposure to distressing occupational factors. In acute incidents, Wellness works hand-in-hand with this Practice to ensure the best outcome for acute emotional trauma.
 - The Biokinetics clinic at APB supports members of the UJ Resilience Programme with assessments and exercise facilities.
 - The UJ Gym delivers a service to ELG and HOD members of the UJ Resilience Programmes.
 - The HR Wellness departments work together in managing incapacity cases.
- **External stakeholder engagement reports/initiatives**
 - Occupational Hygienists are auditors of Health risks at UJ.
 - The NIOH is a national research body on Occupational Health and assists us in analyses of water. NIOH guides OH practice in South Africa and provides specialized sampling and testing, e.g. sensitization tests.
 - ER24 is contracted to deliver medical standby for events and dedicated, priority response to medical emergencies at all campuses. Annual training is provided as per the UJ contract and American Heart Association standards.
 - The City of Johannesburg's (COJ) Event Management Forum is consulted in event risk planning, following the Safety at Sports and Recreational Events Act. This Practice also serves on the Health Subcommittee of the COJ's Disaster Management Forum, through which an approved collaboration exists with UJ's disaster room, psychological services and residences in case of disaster.
 - The COJ Environmental Health department contacts us after inspections of food premises by their Public Health Department during a localized outbreak.
 - The National Institute for Communicable Diseases (NICD) advises on medical guidelines in disease outbreaks.
 - LTL Consultants: Food Hygiene Auditors conduct food safety audits on all UJ food outlets.
 - The Department of Health's Communicable Diseases division would be the contact point for Notifiable disease, the Directorate of Radiation Control in case of radiation inspections or incidents and the National Laser Centre in case of emergencies or inquiries regarding lasers at the Photonics lab.
 - The SA Society of Travel Medicine provides professional and medical guidelines, travel alerts and case studies.

- The Centres for Disease Control (CDC) and World Health Organization (WHO) websites are frequently accessed for international trends in disease outbreaks, travel safety and International Health Regulations, which govern Yellow Fever requirements internationally.

13. RESOURCE MANAGEMENT AND SUSTAINABILITY

13.1 Financial status and expenditure

- Expenditure occurs within the two budgets allocated: an Occupational Health cost centre and a cost centre for the Resilience Programme.
- **During the reporting period, 63% of the combined budget was spent**, compared to the approved budget.
- It should be noted that both cost centres involve, other than planned cost, a discretionary approach to expenditure, governed by emerging needs or health risks.

13.2 Effective management of financial and other resources

- An asset register is maintained.
- All stock is procured under the condition of good expiry dates.

13.3 Environmental sustainability

- Environmental sustainability efforts include full support for UJ's waste management and recycling initiatives, by conscientious use of utilities and ensuring that medical/biohazardous waste derived from clinics and the ambulance is disposed of correctly.
- Recommendations on the correct disposal of Hazardous Chemical Substances and radio-active waste are advised and effected where required, e.g. after spillages or incidents.
- At the clinics, we recycle cartridges, paper and batteries, limit printing, print on both sides and switch off the lights and PCs at night.
- The OH Practice commits to using bottled water only when filter water cannot be used, decanted in a glass pitcher and glasses. We further commit to using paper straws instead of plastic alternatives.

14. TRANSFORMATION MATTERS

- A climate of caring and collegiality has been created purposively, setting the scene for open dialogue, consistent project management and resolution of matters among colleagues as they arise.
- We value diversity in principle and therefore embrace inclusivity. We believe in self-evaluation and recognition of colleagues' achievements.
- We respect our clientele, and treat them with competence, non-discrimination and confidentiality in mind. We further pursue evidence-based practice and professional independence.
- **UJ Occupational Health Risk profile**
 - The composition of a qualitative UJ Occupational Health Risk profile, based on a control banding approach, has resulted in a global UJ view on risk types and their ratings.
 - The profile is updated as new Health Risk Assessments become available.
- **Digital transformation**
 - Digital transformation and the impacts of 4IR on future healthcare are being followed on various platforms.

15. CONCLUSION AND WAY FORWARD

15.1 Conclusion

- The resurgence of COVID-19 in the past two years and the prolonged absence of our HOD have had a significant negative impact on OHP. Despite all, the department has performed very well, and most of the targets and departmental objectives were met.

- Implementation of the OHP's legal mandates and other activities in response to the needs of the University were suspended or delayed due to challenges brought on by COVID-19 infection rates.
- The resumption of normal objectives and activities was guided by the progression of the pandemic.
- The practice has only been able to address Occupational Health risks by priority due to its low human resources capacity; the services of OHP delivery are only sustainable through the use of insourced professionals.
- **APK OHP** requires an additional staff member due to the high number of employees; one OHNP cannot cope with the service demands.
- The arrangement of 6/8 hours at the **APB OHP** prohibits full-time services and uniformity of OHP services on all four campuses. The clinic is fully established and requires a full-time OHNP.
- The services of a permanent **OHNP at DFC** remain a requirement to cope with compliance and risks. Since May 2021, a temporary OHNP is working at DFC full day under a year contract. Her presence at DFC has had a considerable impact. In the past, DFC and SWC were managed by one OHNP and employees did not access other services offered by the clinic.
- The DFC campus upgrades and acquisition of the JBS have, in addition, enlarged the physical area of responsibility for the OHP, including the Devland Campus at Soweto.

Every possible effort is dedicated to attaining optimum service delivery despite the shortfall.

15.2 Objectives and targets for the period 2022-2023

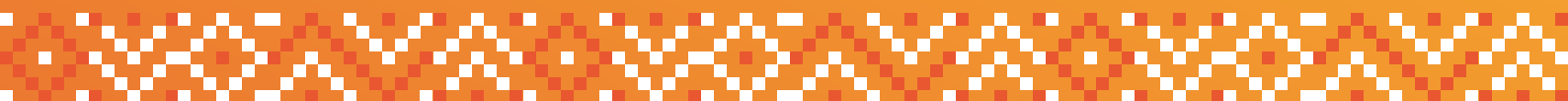
- 227 Health Risk Assessments to be done on all four campuses, including outsourced surveys and UJ outliers.
- 580 Medical Surveillance assessments (as **Achievable personal targets according to the available human resource**) on all four campuses excluding medical incapacity cases and executive medicals. According to the Matrix based on legal requirements, 1 049 medicals should be concluded in 2022.
- Appointment of a student Assistant / Intern in 2022 is underway to assist in COVID-19 administrative duties.
- Surveillance and preparation for global/local emerging communicable diseases such as Coronavirus-related disease, Influenza, Malaria, Ebola Viral disease and Typhoid.
- Aligning OHP operational services at SWC and APB with services provided at the other two campuses.
- Trendsetting in OHP governance at a higher education institution.
- Evidence-based practice, research and epidemiological studies.
- Ensuring close relations with other departments in the continuation of Covid-19 infection prevention and control strategies.
- Supporting the UJ community in complying with the implementation of the UJ COVID-19 Mandatory Vaccination Policy.
- UJ Food Safety – the LTL contract will expire at the end of December 2022 and the tender process is to be commenced.
- Consulting with the UJ Division for Institutional Planning, Evaluation & Monitoring (DIPeM) for assistance regarding an electronic dashboard for the Occupational Health Practice to update the latest HRA and surveys.

Implementation of all plans will depend on the continued persistence of COVID-19.

Sr Miranda Tshabangu

Acting Head: Occupational Health Practice

April 2022



Primary Healthcare Service

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OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

Introduction

Primary Health Care is a division in medicine that refers to essential health care that is universal and based on sound principles and technology. It is one of the Department of Health's flagship divisions in ensuring healthcare services are brought as close as possible to the community. The University of Johannesburg has placed the unit in the Registrar's portfolio, which is a functional placement rather than a statutory one. The function of the Primary Health Care (PHC) service unit is guided by the Charter for PHC, and the unit operates under the Core Standards for Primary Health Care as directed by the National Department of Health (NDoH). A PHC service is available at all four campuses and comprises Primary Health Care Nurse Practitioners, Administrative Assistants, and Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome (HIV/AIDS) counsellors. A minimum of two nurses is available at each clinic. The medical doctor is employed on a sessional basis and is available on specific days at each campus. The primary clientele are University of Johannesburg (UJ) students, but the service is extended to some staff members and all persons within UJ experiencing a medical emergency.

Operating Context

A fully functional and well-equipped PHC clinic exists on all four campuses. Services rendered are:

- Primary Health Care;
- Reproductive Health Services;
- Screening of non-communicable conditions;
- Health promotion;
- Travel Health; and
- Event medical risk for sports.

Further to the listed operational areas above is support for those diagnosed with HIV. These services are offered at no cost to students, except for non-essential health monitoring such as cholesterol and blood glucose monitoring. A well-established relationship exists between the clinic and the local hospitals and clinics, which take over patients requiring a higher level of care. Essential drugs are provided by the Department of Health (DOH) as part of the PHC Standard Treatment Guidelines. Additional essential medicines are purchased as provided for in the departmental budget. The clinic operates from 08:00 to 16:00 from Monday to Friday. Healthcare services after hours are provided with support from the Protection Services Division. A contract exists with ER24 to provide immediate healthcare in emergency cases and transportation to the nearest medical facility. Those with medical aid will be transferred to a private clinic and those without to a public hospital. The use of ER24 services happens in terms of medical risk assessment, and the planning for medical intervention is done according to Safety at Sports and Recreational Events Act

(SASREA) No. 2 of 2010, requirements. Travel health is provided as licensed by the Department of Health, with a Yellow Fever Certificate No YF000232 qualification obtained by the manager. Health promotion including travel alerts is done via awareness campaigns, posts on *uLink*, and the use of social media platforms such as *Twitter* and *Facebook*.

Governance

The Manager of PHC is a member of several university committees. She is a member of the HIV/AIDS Committee, Wellness Committee, and the Primary Health Care Committee. All committees meet every quarter. The PHC committee is convened by the PHC manager, operates under the PHC charter, and comprises the Primary Health Care Nurse Practitioners (PHCNPs), the Health Training Centre manager, a representative from PsyCaD, and a manager from UJ Sport. Through the committee, several departmental policies and Standard Operating Procedures (SOP) have been put in place. On an ad hoc basis, additional staff will be invited when there is a need for an intervention that requires their expertise, such as the Head of the Institutional Office for HIV and Aids (IOHA). The Division focuses primarily on student health in terms of maintenance of a healthy lifestyle, prevention of disease, management of identified illnesses, and health promotion. We are therefore guided by the following vision, mission, and values as the cornerstone of the available health programmes:

- **Vision:** To be a leader in Excellent Healthcare Service Delivery.
- **Mission:** Providing the UJ community with optimum preventative, promotive and curative healthcare while making use of appropriate referral systems.
- **Values:**
 - The promotion of ethical integrity and accountability towards the profession, patients, and the university.
 - The promotion of cultural diversity and unconditional acceptance of all individuals in our care.
 - We recognize and promote innovation in healthcare delivery and health promotion.

RISK MANAGEMENT

The following are key risks and mitigations:

- **Accidental exposure to infectious agents** for patients, staff and students resulting from needle stick injuries. This is mitigated by the availability of vaccination against Hepatitis A & B to students in the Faculty of Health Sciences (FHS); while treatment for prevention of HIV infection is provided to those exposed via accidental needle pricks or spillage of body fluids.
- **COVID-19 infection:** The exposure to infectious agents has been greatly increased by the novel Coronavirus infection. The risk is applicable to both staff and students since it is highly infectious. Implementation of various Infection Prevention and Control measures is in place and assessed daily.
- **Travel health risks:** This risk is managed through pre- and post-travel assessments with information alerts circulated via *uLink* and *Facebook*. This was applied with tight control and assessment of destination countries for travelers. Control and assessment became more stringent in terms of the COVID-19 compliance regulations.
- **Delay in medical response:** Delay in medical response due to unforeseen circumstances poses a risk, such that patients may not receive prompt high-level intervention from an emergency medical service provider. The service is currently provided by ER24.
- **Risky sexual practices** among the students with concomitant unplanned pregnancies, STIs, HIV infection, etc. This is mitigated by the availability of a wide variety of SRH services, collaboration with IOHA, and improvement in health promotion platforms.

STRATEGIC FOCUS AND TARGETS

PHS uses the University's Strategic Plan 2025 to set its objectives, with all activities supporting a specific objective as outlined in the following paragraphs:

Strategic objective four: *An Enriching Student-friendly Learning and Living Experience.*

- Primary Healthcare Service supports this objective by providing excellence in Primary Health Care according to the National Core Standards, determined by the National Department of Health.
- Stringent risk identification and mitigation within the medical management of patients, thereby eliminating the risk of injury and litigation. This is also achieved through thorough event medical risk assessment for sporting events taking place at UJ.
- PHS also participates in health programmes that will benefit the student population from a health perspective.
- Good governance is implemented in terms of human and financial resources, to ensure the sustainability of the service, while taking care of the environment locally and globally.
- Students undertaking international trips are assessed to ensure their health status is satisfactory, and prophylactic medication is provided to protect them against prevalent medical conditions and risks. This is very crucial considering the COVID-19 pandemic and its implications on travelling locally and internationally.

Departmental goals and objectives***Long-term***

- To be allocated a slot on the City of Joburg's District Health Information System (DHIS) for accurate record keeping and future resource allocation; and
- To engage with DOH to expand services such as mental health, oral health, dietetics/nutritionists, etc.

Short-term

- To provide the PHC services as far as possible amid the COVID-19 pandemic.
- To enhance infection control measures to minimise nosocomial infections.
- To provide enhanced medical services to include the provision of antiretrovirals to those in need.
- To appoint suitably qualified PHCNPs as two positions became vacant
- To establish a contract for medical services with Quadcare and Sports Medicine Africa

The 4IR related initiatives:

- Developing an online booking system for patients
- Utilizing an online client satisfaction survey
- Expanding health promotion to online platforms such as Facebook and Instagram
- Using the virtual platform to improve access in support of the FYS programme

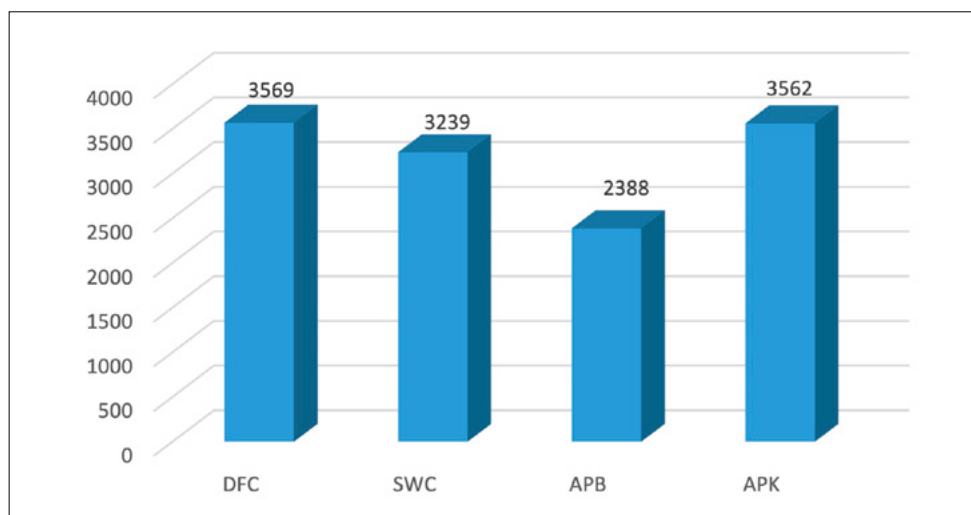
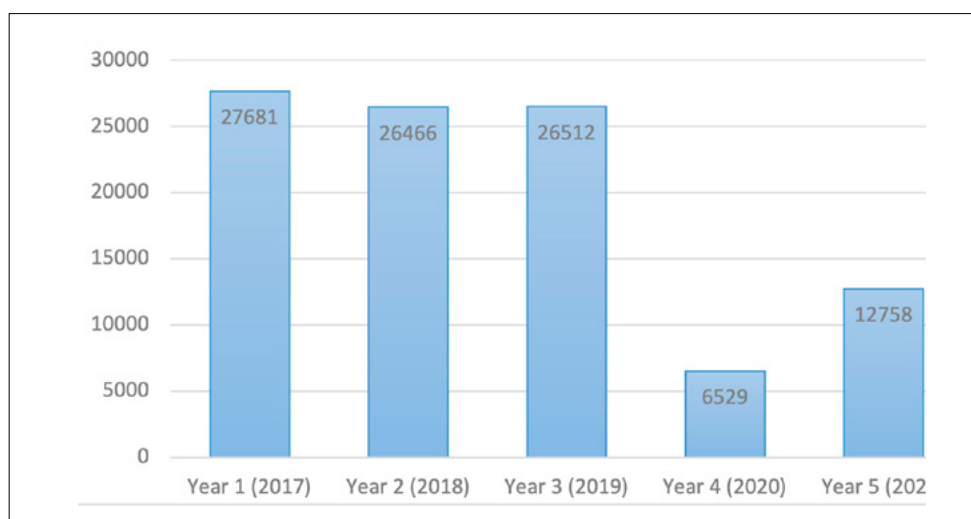
PRIMARY HEALTHCARE SERVICE PERFORMANCE**Consultations**

The total number of consultations for the year provided by healthcare practitioners at the clinics was 12758 of which 544 were with employees. The number of employees consulting at the clinic increased between 2020 and 2021. This was largely due to the COVID-19 restrictions which resulted in a drastic drop in the number of students present on campus as most learning was done online. It must be borne in mind that the clinic continues to be a student-focused service as most students do not have funds or medical aid to cater to their healthcare needs. Staff continue to receive Family Planning (contraceptives) methods on specific days for a set amount of time, with campuses scheduling their times based on their clients' needs.

Staff and student consultations**Table 1: 2021 consultations for staff and students**

STAFF AND STUDENT CONSULTATIONS				
	Q1	Q2	Q3	Q4
Students	1459	3707	2728	4320
Staff	115	153	85	191
Total	1574	3860	2813	4511
Annual	12758			

The table shows the gradual increase of patient consultations throughout the year. The last quarter accounted for most consultations. This ties in with the country's movement to Lockdown Level 1 as regulated by the Disaster Management Act. This meant that more students were on campus and were able to access the clinic facilities.

**Figure 1: Consultations per clinic****Figure 2: Five-year description of consultations**

The clinic with the highest number of consultations totalling 3569 is Doornfontein Campus (DFC). This was then followed by Auckland Park Kingsway Campus (APK) with 3562 consultations, then Soweto Campus (SWC) with 3239 consultations, and Auckland Park Bunting Road Campus (APB) being the lowest with 2388 consultations. A telephonic advisory service was provided to those needing healthcare since most had limited access to the campus. Referral systems remained in place, especially to facilities testing for COVID-19.

Figure 2 shows the number of consultations at the clinics over the past five years. The reduction in consultations between 2020 and 2021 occurred in response to the limitations brought into play by the COVID-19 restrictions. In the previous year, we reported that expiry of stock was experienced due to the sudden departure of students, and focus was shifted to infection control of the pandemic. This was however averted in 2021 because we had learned valuable lessons on stock management under dire circumstances.

The gradual increase of consultations in 2021 denotes a return to normality as the pandemic is becoming more manageable with continuous research and implementation of prevention strategies.

Common conditions managed within the clinics

The PHC field encompasses the treatment, among others, of both acute and chronic conditions. The graph below demonstrates that the most common and most frequently treated conditions are gynaecological in nature, followed by ENT conditions.

ENT conditions are followed by skin conditions and then the nervous system. The nervous system needs special attention since it shows that more patients are coming forth to report and seek help with mental health challenges. Close collaboration with PsyCaD allows ease of referral for counselling and referral for specialist care in hospital. We have managed to start ordering medicines specific to mental health with support of the medical practitioners within the different campus clinics. Mental health patients are able to commence and/or continue with medication. This was made possible with the availability of the new doctors at our facilities. Figure 3 below illustrates the most common conditions managed by nurses and doctors within the four clinics.

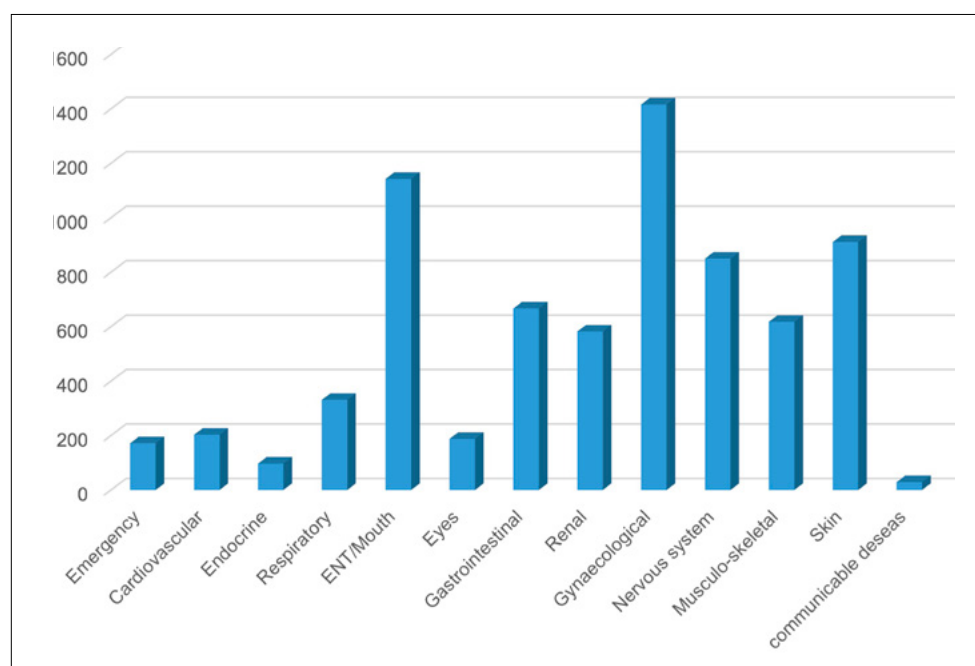


Figure 3: Common conditions treated at the clinic

Emergency medical care: Strong collaboration between the clinic and Protection Services is essential in the management of medical emergencies on and off-campus. ER24 is contracted to provide this service at

all hours and especially after hours when the clinic is closed. ER24 responded to 172 medical emergencies for the year 2021. This is in contrast with 111 calls made in the previous year. This increase was as a result of the relaxation of most COVID-19 lockdown measures between 2020 and 2021.

The **UJ/ER24 contract** was initially signed for three years, i.e., 2019-2021. It was therefore imperative to start with a new service provider, in compliance with the UJ Procurement rules and regulations. The request to extend the existing contract by three months was finally approved. Purchasing Consortium (Purco) was supportive in sourcing a new emergency medical care service provider through a tender process, in terms of the value of the contract. The final decision was to award the Tender to ER24 as they met all requirements of the University. The contract is in place within PHC for three years, i.e., 2021-2023.

Primary Healthcare Service medical services contract

Following the departure of the medical doctor in 2020, the unit contracted two medical practices namely, Quadcare whose director is Dr Dulcy Rakumakoe. The second practice is Sports Medicine Africa (SMA), led by Dr Jerome Mampane and Dr Thulani Ngwenya. The DFC and SWC clinics are overseen by Quadcare while APK and APB are attended to by SMA. This system has seen great improvement in services provided by the doctors under these contracts. They are both on three-year contracts that will be reviewed in 2023.

Event Medical risk: The PHC manager is responsible for organising the medical operational plans in support of the UJ Sports Division. This ensures that we mitigate the risk associated with sporting injuries. ER24 is contracted to provide medical professionals for interventions when there is indication during the sporting event. High risk sporting codes include rugby followed by football, where guidance is sought from regulatory bodies such as South African Football Association (SAFA) and SA Rugby. With rugby, a sports physician and a registered nurse are an essential part of the medical support. Other sports include athletics, netball, hockey, basketball, cricket, etc. In some cases, medical support is provided when departments have a sporting event for other reasons such as team building exercises and as part of an awareness drive. In 2021, fewer events took place due to the pandemic still being prevalent and the regulations forbidding the presence of spectators.

Procedures and consultations

Patients are consulted for 15 minutes each. Bookings are made to accommodate class times and to avoid overcrowding and prevention of cross-infection in the waiting areas. Students can make a booking either by calling the clinic, coming in person or using the online platform, <https://www.uj.ac.za/clinic-bookings>, accessible via uLink. Patients are consulted by a nurse who will assess, diagnose, and treat. If the problem is not resolved, a referral to the clinic doctor will be done for further management, or a hospital referral will be made. Medical emergencies presenting at the clinic are prioritised over booked consultations. Reproductive Health Services or Family Planning clients do not book, as this is a walk-in service due to its high utilization.

Travel Health consultations are encouraged for all students travelling on UJ assigned projects; they receive prophylactic medication at no cost.

Sexual Reproductive Health

Family planning (FP) is a service rendered to both staff and students across the university. FP- was provided to 3678 clients in 2021 - an increase from the total number of 1827 clients in 2020. This 101% increase is a very positive indicator of services returning to normal. The improved overall utilization in 2021 is demonstrated in the graph below. Methods available include an oral pill, injectable, intra-dermal, and the intra-uterine device commonly known as the "loop". The barrier method in the form of both male and female condoms is also distributed at strategic locations around campus. Family planning is the most used service across the UJ clinics. Sexual and Reproductive Health (SRH) is a service essential to the youth health aspect of PHC.

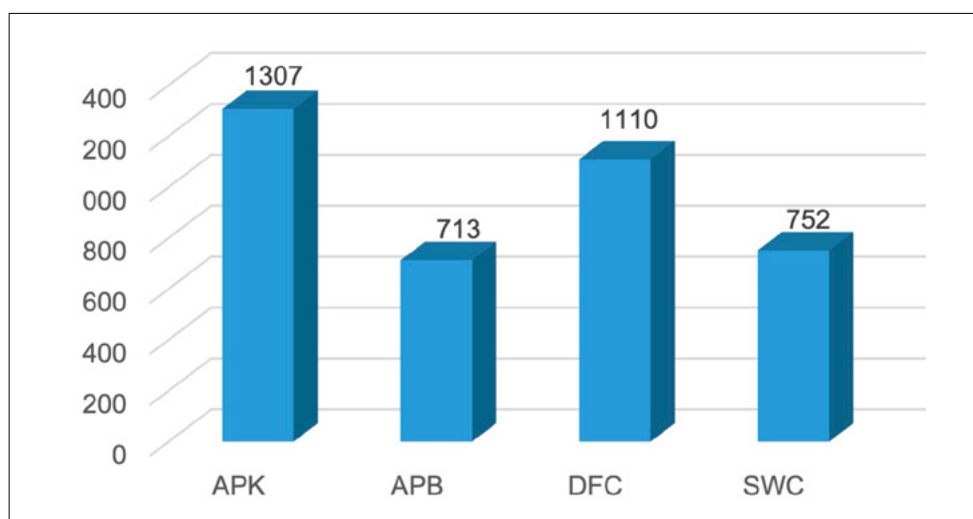


Figure 4: Family Planning usage at all clinics

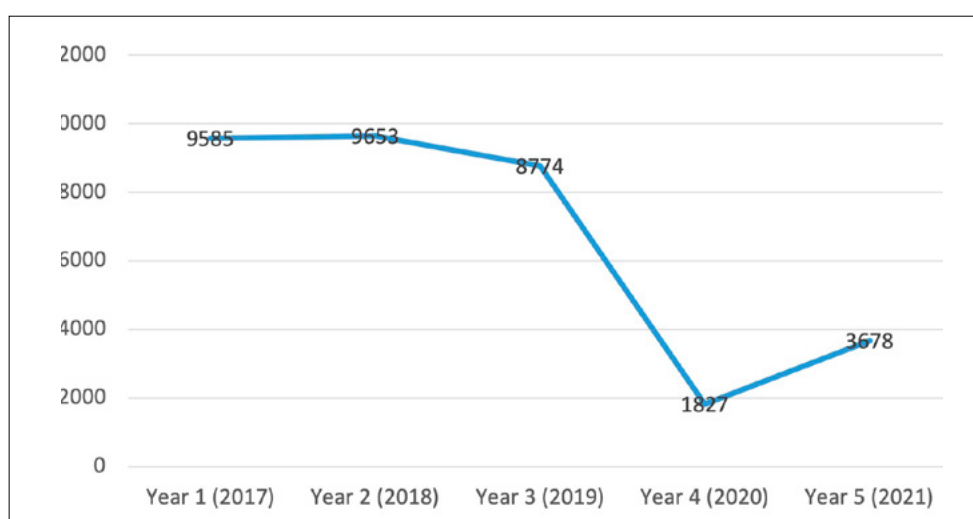


Figure 5: FP Utilization over 5 years

The graph shows once more how services were negatively affected by the COVID-19 challenges. Use of the service is however improving, as it is the most utilised among all services offered at the clinics.

In other SRH services, more pregnancy tests were conducted in 2021 when comparisons were made with 2020. There was a 40% decrease in pregnancy tests conducted from the year 2017 to the year 2021. Clients who test positive for pregnancy are offered counselling, as most pregnancies are unplanned. They are also encouraged to do HIV testing to benefit from anti-retroviral medication and to prevent HIV transmission to the unborn child. This service is, however, provided at public and private health centres. The total number of terminations of pregnancy (TOP) referrals in 2021 was greater than when compared to 2020. In 2021 a total number of 73 TOP referrals were made, representing an increase of 121% when compared to 33 in 2020. We acknowledge that these services were severely compromised as a result of the pandemic.

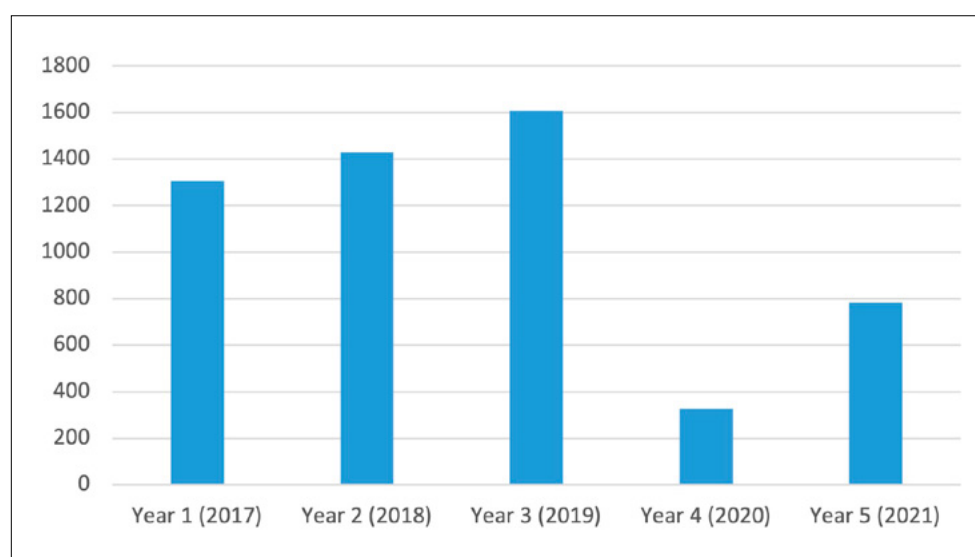
Emergency contraception (EC), commonly referred to as the "morning-after" pill, was given to 58 of the patients who tested for pregnancy in 2021, which was a decrease compared to the 74 in 2020. This trend may indicate lower rates of risky sexual behaviour which may mean that there is growing awareness among the youth. The decreased use may also indicate that students are managing to access ECs elsewhere. It

Table 2: Illustration of more SRH services

CAMPUS	PREGNANCY TESTS	PREGNANT	TOP	EC
APK	234	44	24	11
APB	172	36	17	17
DFC	133	24	14	17
SWC	244	20	6	9
Total	783	144	73	58

has been established that students also make use of service providers surrounding the university for EC especially pharmacies, as EC can be sold over the counter.

The shortage of contraceptives from the DOH has directly and negatively affected those students who became pregnant in this reporting period. This also shows the vulnerability of students and the likelihood of their contracting STIs and HIV, amongst other diseases.

**Figure 6: Trends in pregnancy tests over a five-year period (2017-2021)**

Sexually Transmitted Infections (STIs): These are treated using the syndromic approach as stipulated in the Standard Treatment Guidelines as approved by the World Health Organisation (WHO) and DOH. In 2020 the number of cases treated for STIs was 357, while in 2021 a total number of 870 patients were treated for STIs, representing an increase of 143.7% between 2020 and 2021. The graph below shows the highest number of infections being treated at DFC, followed by APK, then SWC, with APB having the lowest numbers. This is in line with the number of students on campus, particularly amid the pandemic. As much as students were engaged in online learning DFC still had the highest number of feet on campus.

The patients diagnosed with STIs are encouraged to bring their partners for treatment to avoid re-infection and spreading the infection. However, very few patients do report to the clinic with the referral letter.

Cervical cancer screening was also conducted which yielded 253 tests. Most tests are done by Ampath Laboratories at the lowest cost possible to students. It is envisaged that more projects of this nature will be done with funding from non-governmental organisations which are keen to support the University.

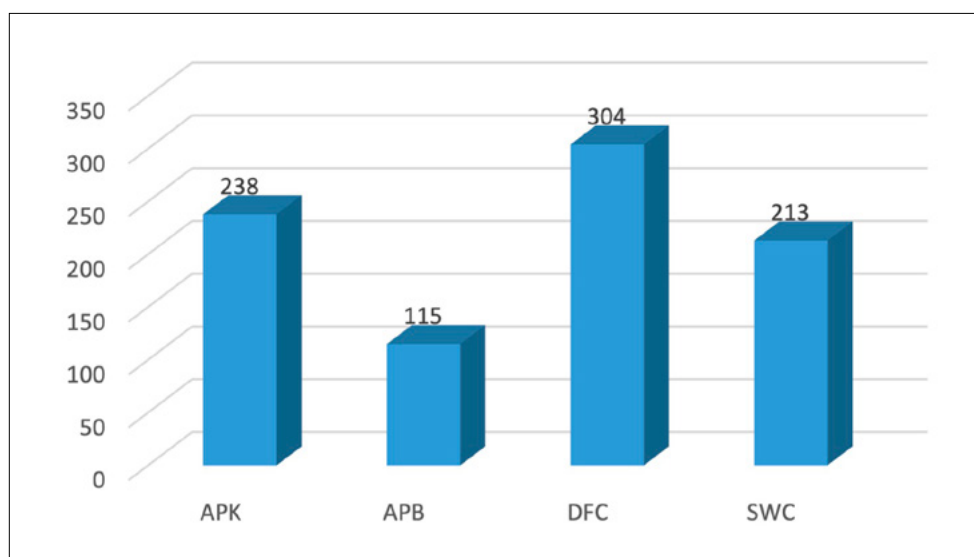


Figure 7: STIs treated at all clinics

SRH collaboration with Netcare

The relationship with Netcare hospitals remains in place. In cases where students indicate that a sexual assault/rape has taken place, they are referred for counselling, and Netcare hospitals provide medication to prevent and/or treat sexually transmitted infections, with the collection of specimens, should the client pursue criminal charges. This is a free service offered to the community in support of rape survivors. The number of students utilizing this service is not available since Netcare is a private organization and we are not privy to their data, due to confidentiality and privacy laws. In our online education drives, this service is shared with students to encourage them to seek help where indicated.

HIV Counselling and Testing

A total of 29 clients were tested for HIV in all the clinics in 2021, a slight rise from the total of 16 clients were tested for HIV in all the clinics in 2020. The number of clients tested for HIV however remains relatively low because HIV testing has been moved from the PHC clinics to IOHA, and testing at the PHC clinics is now done on clinical grounds only. No positive tests were reported in the two-year period, since HIV testing was not core in the unit. A close relationship with IOHA is in place where we share trends that are observed. This includes referring students to test and to the information sessions held, which will always include curbing risky sexual behaviour among students.

Anti-retroviral Therapy (ART) and the Memorandum of Agreement (MoA) with DOH

The end of 2019 was successful in that we managed to have a signed agreement with the HIV and AIDS, TB & STIs (HAST) division of the Department of Health. This meant that we will be provided with drugs and laboratory services to implement the provision of support to those who test HIV positive. The programme failed to take off due to the focus necessarily given to COVID-19. The absence of students on campus also hampered the implementation of this initiative. With the improvement in the COVID-19 scenario, we hope to revive the programme in 2022. The current practice is to refer patients to the nearest clinic that provides ART. The service at Garden City Hospital provided by Dr. Kaaronisha Mahommed, a Specialist in HIV management, has also benefitted students. She has received funding to provide ART at no cost to the patient. The patients will be transferred to a government clinic if she does not continue to receive funding in support of this programme.

Vaccinations: These were provided to 400 patients; representing an increase of 117% from the 184 vaccines provided in 2020. Most vaccines were received by Faculty of Health Sciences (FHS) students to prevent them from infection, as they may be exposed to Hepatitis B during their clinical learning experiences. Students pay for the vaccines as they are not part of free PHC services. The payments are reviewed annually as determined by the pharmaceutical companies.

Influenza vaccinations were provided to students by the DOH at no cost. All 100 vaccines received were administered to students.

Yellow Fever vaccinations (40) were administered to staff and students as a project to bring awareness about the travel health, and also to utilize the available vaccines that were nearing expiry. This was a cost saving measure that was well accepted by students, especially those within the sporting environment.

Travel health is provided to students travelling on UJ assignments. The service was accessed by a total of 194 clients in 2021, an increase by 208% from the total of 63 clients who accessed it in 2020. The sharp increase in 2021 is attributed to the COVID-19 restrictions being lifted in South Africa and in other countries. We note on the graph below that we are not yet at an optimum level in this service. We are hopeful that as more people get vaccinated against COVID-19, herd immunity will be achieved, and the world will return to normal. The restrictions referred to were placed on international travel in accordance with the Disaster Management Act 57 of 2002 (DMA). They are reviewed regularly with lifting of some restrictions, depending on the severity of COVID-19 cases reported in the country and in the regions.

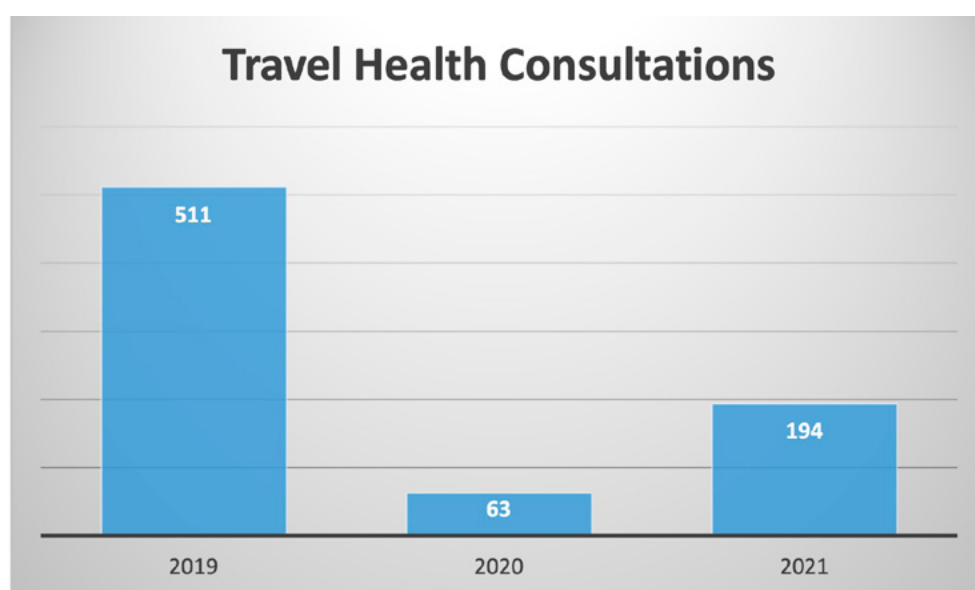


Figure 8: Gradual return of Travel Health Services

As mentioned above, because of the COVID-19 pandemic, the scope of travel health at the clinics had to be widened. This meant that students who had travelled outside the borders of South Africa were screened and quarantined for 10 days before they could re-join the rest of the student population. In response to reports of students and staff being infected or exposed to COVID-19, a register was developed to ensure tracking was done accordingly. Students could report by email, call, or fill a self-disclosure document online via uLink. Each case was followed up by PHCNPs using text, email, or a telephone call with the aim of determining the health status of the patient.

Health Promotion

This was greatly hampered as most activities involve face-to-face interaction. Online platforms were however utilised to gather an audience. Educational activities conducted were based on updates and

changes related to the COVID-19 pandemic. Both staff and students were engaged via Microsoft (MS) Teams in collaboration with IOHA, Human Resources (HR), Student Affairs, Protection Services, and the Library. Video material generated by peer educators was shared via Facebook. Communication was kept in place to inform, monitor, and support staff; this was mainly to address anxieties around COVID-19.

The University of Johannesburg radio station (UJFM) weekly slots continued with the easing of lockdown restrictions, and more staff were available to continue sharing health information, albeit through telephonic interviews and not in-studio interactions.

An initiative to promote COVID-19 vaccinations was done to support and mitigate against severe illness caused by the disease. A webinar was held featuring as guest speaker the radio personality, Eusebius MacKaiser, who shared his experience with COVID-19. The event was in collaboration between PHC, IOHA and the Library. It was livestreamed on YouTube and attended by about 150 people.

Most health promotion drives were centred around COVID-19. In collaboration with the Marketing division, we created short video clips to encourage vaccinations using the slogan "Don't wait. Vaccinate".

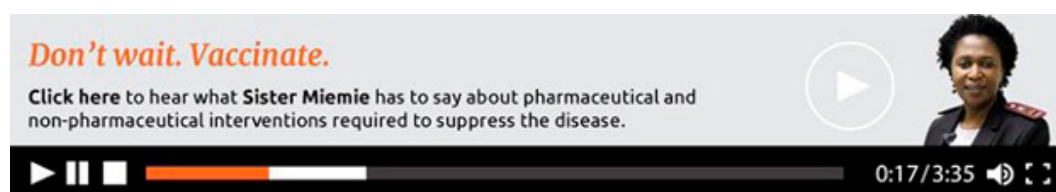


Figure 9: The link to the video encouraging vaccination against COVID-19

Engagement with student bodies

Online sessions replaced all interaction that would have taken place in person. Training sessions to encourage students to become COVID-19 Ambassadors was started in 2020 with initiatives that continued in 2021. The students also participated in a pop-up vaccination drive initiated by the South African Broadcasting Corporation (SABC). Some prominent individuals who participated were the Gauteng Premier, Mr David Makhura and UJ's MEC member Prof André Swart.



Figure 10: The T-shirts designed in the COVID-19 vaccination campaign

First-Year Experience (FYE)

- The FYE Programme was implemented successfully in collaboration with IOHA and the peer educators, who play a pivotal role in health promotion. Video recordings catered for students who would have missed attending the Orientation week.

- All allocated sessions were implemented according to schedule at all campuses.
- PowerPoint presentations were also added on Blackboard where health information is readily available to students.

Medemass-Healthone

The electronic patient information system is in place and being used by administrative staff and medical staff. New staff members were trained in the use of the system. A cloud-based system was suggested as it provides reports and is more efficient than the current Delphi system. This project was suspended due to budget restrictions, due to the COVID-19 challenges. The current challenge is that we have not yet devised a system for the medical doctors to access the electronic records. The ICS colleagues have been alerted to this challenge; we anticipate its resolution soon.

BUSINESS CONTINUITY DURING COVID-19

Clinic operations

- Primary Healthcare Service clinic activities were provided despite the various lockdown levels. A telephonic advisory service was provided to those needing healthcare. Referral systems remained in place, especially to facilities testing for COVID-19.
- Collaboration with Protection Services, Residences, and Facilities Management worked well and provided relevant support to those infected and exposed to the virus.
- Quarantine facilities were provided at Streatley Avenue residence, and an isolation facility was opened at Plumpudding guesthouse. ER24 remained in place as emergency healthcare provider. Students were transported by the UJ Transport Department to and from hospitals, testing sites, and, in the case of FHS students, clinical learning areas.
- Telephonic monitoring of positive cases was done daily and reported on the dashboard displayed on the University's website.
- Staff meetings were held regularly over MS Teams, which ultimately proved a useful means of communicating with colleagues. This is over and above the use of telephone and WhatsApp.
- The online booking of appointments for consultations continued, as established in 2020, and supported by the ICS division.

Monitoring of COVID-19 exposed and infected individuals

- **Isolated cases accommodated at UJ premises:** A total of 35 students were accommodated at Plumpudding guesthouse, which had been designated for the isolation of COVID-19 positive students.
- **Isolated cases monitored:** 279 cases were monitored following exposure to COVID-19. Of these, 18 cases tested positive and were then case managed until recovery.
- **Positive cases:** 179 students reported having been diagnosed with COVID-19, an increase from the 59 reported during the previous year. At least one fatality was reported among students in the current reporting period.
- **A Travel risk register** was created to monitor students returning to the country to continue with their academic programme. A total of 95 students were monitored for compliance with inbound and outbound travel requirements. Only seven out of 34 students tested positive upon returning from the Namibia "Africa by Bus" trip. They were managed in Namibia until the 10 day isolation and recovery period were completed.

EMPLOYEE PROFILE

The table shows the employees' race, gender, salary grade and the type of employment. The medical doctors are not included since they are remunerated under a contract.

Table 3: Classification of employees (total 16)

POSITION	GENDER	RACE	PEROMNES	NUMBER	EMPLOYMENT
Head	F	A	6	1	Permanent
Primary Health Care Nurse Practitioner	F	A	8	6	Permanent
	F	I	8	1	Permanent
	F	C	8	1	Permanent
	M	A	8	1	Permanent
Administrative Officer	F	C	10	1	Permanent
Administrative Assistant	F	A	11	4	Permanent
	F	C	11	1	Permanent

Employee profile: organogram

Table 4: Employee profile per campus

HEAD OF DIVISION: Sr Molimi Geya				
MEDICAL OFFICERS: Quadcare and Sports Medicine Africa				
CAMPUS	PHC NURSE PRACTITIONER	ADMIN OFFICER	ADMIN ASSISTANT	STUDENT ASSISTANT (TEMPS)
APK	3	1	2	2
APB	2		1	1
DFC	2		1	1
SWC	2		1	1

Human Resources

The staff complement remained constant as in the previous year, consisting of 16 permanent employees including the PHC manager. The profile of employees is 75% African and 94% female. There were two PHCNPs resignations, and the positions were successfully filled.

Training and development

- Various staff took part in different training initiatives:
 - An electrocardiogram (ECG) update and interpretation of results
 - Performance Management Training
 - Nurse Initiated Management of ART (NIMART) Training
 - TB, HIV and COVID-19 Training
 - Breast Cancer Awareness Training
 - Family Planning Training
 - Microsoft (MS) Excel training
 - Suicide: Dialectical Behavior Therapy (DBT) as an Intervention

- One Administrative Assistant is studying towards a Bachelor of Arts (BA) Communications degree.
- The manager is studying towards a post-graduate diploma in Public Health with the University of Pretoria.

COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT

Internal stakeholder engagement

- COVID-19 vaccination drive: Clinic staff, other healthcare categories, and first responders in the Protection Services Division were the first group to vaccinate against COVID-19 infection, in the context of the national trial administration of the Johnson & Johnson vaccine.
- Staff and students were supported to receive COVID-19 vaccination at Liberty Building in Braamfontein, Milpark Hospital, and the surrounding vaccination centres.
- Travelling students were supported using the clinic's established relationship with Ampath Laboratories to support COVID-19 testing as a pre-travel requirement.
- PHC supported the Occupational Health Practice to ensure business continuity amid the challenges within the unit
- PHC collaborated with the Library and IOHA to present a webinar with radio personality Eusebuis MacKaiser, to share COVID-19 vaccination messaging.
- Sr Geya was a member of the COVID-19 Coordinating Committee and contributed productively towards providing the university community with the necessary support.
- The PHCNPs supported other departments with health information pertaining to COVID-19 when invited in support of the compliance of the regulations
- The provision of screening at the campus entrances was a coordinated effort among various departments including Campuses, Protection Services, and ICS, to name a few.
- The Primary Healthcare Service and the Occupational Health Practice departments held a joint celebration of *Nurses Day*, which is an annual event to recognize efforts and commitments colleagues put into the profession. The Registrar invited all nursing colleagues to a virtual lunch, and this was appreciated immensely and provided a platform for colleagues to share their experiences.

External Stakeholders

- Sr Geya is chairperson of the South African Association for Campus Health Services (SAACHS) and is responsible for the strategic direction of the Association. In this capacity, she was invited to chair a panel during the external audit review for Stellenbosch University in March
- The Ampath laboratories were also supportive in testing students from the Faculty of Health Sciences and Humanities. The support was in the form of COVID-19 PCR testing before allocating students to the clinical facilities. The Internationalization Office was supported in the "*Africa by Bus*" project. COVID-19 PCR tests were done prior to departing for Namibia and Mozambique.
- Higher Health continued to provide guidance by engaging HODs of Campus Health Clinics, via the SAACHS executive office.
- The relationship with Wits University was instrumental in making sure that the UJ community received COVID-19 vaccinations from the Liberty Head Office in Braamfontein. This exercise allowed us to learn and implement best practice in the fight against COVID-19.

RESOURCE MANAGEMENT AND SUSTAINABILITY

Financial Governance

- The Division operates four cost centers and has utilized 94% of the operational budget. This was a better utilization rate in comparison with the 64% from the previous financial year.

- COVID-19 related costs were included in the University's central budget. It included personal protective wear, additional nursing personnel for COVID-19 screening and items related to cleaning materials to curb the spread of infection.

Environmental sustainability

- Awareness of decreasing printing and if necessary, printing done on both sides.
- Communication via email instead of hard copies.
- Recycling of cartridges, paper, and batteries.
- Eco-friendly fridge at all campus clinics with uninterrupted power supply at APK.
- Clinic lights switched off overnight and over weekends.
- Correct disposal of hazardous and non-hazardous waste.
- Medical waste disposal is managed by an accredited medical waste company (Budget Waste). An improvement in the system allowed for disposable boxes of medical waste instead of re-using plastic containers, as is considered best practice.
- The use of Uninterrupted Power Supply (UPS) in critical areas to ensure continuity of services in case of load shedding.
- Tele-conferencing and Skype meetings are used as much as possible to avoid unnecessary traveling.
- The paper-based registers initially used for screening of all individuals arriving on campus were rapidly replaced with online record capturing devices.
- Following a rigorous risk assessment of the various spaces at all clinics, PPE was prescribed based on the level of risk and exposure, in order to ensure environmental safety for workers and clients.

OBJECTIVES AND TARGETS FOR THE PERIOD 2022-2023

COVID-19

Support the implementation of the UJ Mandatory Vaccination Policy through the following:

- Tracing and tracking of diagnosed and reported incidences of COVID-19.
- Mitigate against further infections through environmental compliance with infection prevention and control measures.
- Incidence and case management of individuals.
- Education sessions as the dynamics of the pandemic evolve.
- Advise MEC, CCC, and CCC Exco on changes and implications within UJ.
- Ensure reporting of COVID-19 statistics is carried out to statutory bodies such as NIOH, DOH, and in some instances HH.
- Benchmark with other institutions to provide best practices within UJ.
- Initiate and co-ordinate the vaccinations in support of the mandatory vaccination policy.

General PHC practice

- Upscale health promotion to include aspects contributing to risky behaviour, mental health, various forms of abuse and violence.
- Increase contraceptive use with a focus on long-term methods to minimize unplanned pregnancies. Extend clinic services to the University residences.
- Professional nurses will attend FP training in March 2022.
- Monthly online presentations on different health promotion topics, e.g., STI prevention and treatment, COVID-19 progress reports, etc. Short videos to be created to enhance the clinic's online presence.
- Pap smear, Breast and Prostate Cancer virtual/in-person awareness campaign.
- Administration of ARVs across the campuses, including pre-and post-exposure prophylaxis to minimize the risk of HIV infection when exposed.

- Review the DOH contract to include inclusion on DHIS and other services they offer such as mental health treatment.

PHC facilities

- Access control at APK and DFC pharmacies to be converted to an electronic format.
- Upgrade security by installing cameras at APB, SWC, and DFC reception areas.
- Installation of an air-conditioning device to control the temperature in the room at the SWC clinic's emergency room. Removal of oxygen cylinder in the same space and reticulation from outside the clinic.
- Replace floor tiles in students' and staff toilets.

CONCLUSION AND WAY FORWARD

The department was generally successful in implementing basic services and responded successfully to challenges brought on by COVID-19. The ongoing plans address the presence of COVID-19 still in our midst, albeit moving towards its resolution. The implementation of the UJ COVID-19 Mandatory Vaccination Policy has enabled the clinics to be a safer place to implement the PHC strategy.

Sr Molimi Geya

Head: Primary Healthcare Service



Institutional Office for HIV and AIDS (IOHA)

OVERVIEW

Higher education has been comprehensively impacted by the COVID-19 pandemic, demanding complex and innovative responses. The effects of the global pandemic have had a far-reaching impact on the health system and on higher education, causing unique educational, economic and social challenges. The Institutional Office for HIV and AIDS had to develop tailored, student-friendly accessible services that effectively mitigated the impact of this crisis on our planned calendar for the year. This meant that we had to continue to work smarter and make sure that our Awareness Programmes superseded every success we had in the past.

IOHA's health promotion has effectively utilized social media platforms to promote awareness of lifestyle diseases, i.e. HIV prevention with a focus on PrEP, PEP, ART, Safe sex practices, STI Awareness, Correct Condom use, Early detection and screening for illnesses, TB Awareness, the difference between COVID-19 and TB, All you need to know about Vaccination, Circumcision, immune-boosting and awareness on lifestyle diseases such as hypertension and obesity. In May, a Substance Abuse series including a self-screening tool for risk of substance abuse, pregnancy and mechanisms to support someone struggling with substance abuse, was undertaken to create awareness of this growing epidemic affecting young people. One of the unintended consequences of the heightened focus on the COVID-19 pandemic has been that other diseases such as HIV/ AIDS have been placed on the periphery of public discourse. Reviving awareness of HIV/ AIDS and its associated social and economic factors enabled students to make more informed decisions about their future and to influence behavioural change within their communities.

IOHA recently piloted self-screening health assessment tools. It is noteworthy that health screening helps students determine if they are at risk of a particular disease or condition. Sometimes, they may not show any signs or symptoms of the disease. Therefore, early detection, followed by treatment and control of the situation, can result in a good outcome and lower the risk of serious complications. These include Unplanned Pregnancy, TB, Substance Abuse, Stress, STI, Safe Sex, GBV, HIV, Mental Health, and Domestic Abuse. **279** people completed using these screening tools.

With every HIV test, health screening is also included as part of the process, as completed on the consent form. Some of the ongoing screenings include STI screening, TB screening, and COVID-19 screening, for which **1395** people who came for testing were also screened from July to December. Some of the additional wellness screenings included Weight, Blood Pressure, and Glucose screening (the latter only if there is identified risk, due to the cost of glucose analysis strips), for which **1072** people were screened from September to December.

Comparing the 2020 and 2021 HIV Testing Services, it was noted that in 2020 **3333** people were tested, while in 2021, **2622** people were tested. This can be attributed to the COVID-19 pandemic and the impact that the pandemic has had on health and wellness service delivery. Notably, in 2020 the department could only carry out Mass HIV Testing with external partners in the first quarter, and this quarter also yielded the highest numbers of people coming for HIV testing in 2020. Although IOHA was able to move the majority of our services and engagements online as the COVID-19 pandemic advanced, the human-social interaction aspect of HIV testing services could not move online. However, when restrictions were lowered, there was a significant improvement in testing interest, and we are striving for better progress in 2022.

HIV care and support programs ensure that students infected with HIV receive psychosocial support. In quarter 1, the incidence rate was higher than average at **2%**, whilst in quarters 2 and 3, it remained below **1%**. It remains concerning that risky behaviour has continued to contribute to increased HIV incidence even during COVID-19 and lockdown restrictions. Awareness remains the key strategy to empower students in making safe decisions to avoid future permanent impacts on their lives.

The Peer Education (LINK) programme is key to IOHA's strategy. The 2021 peer educator online recruitment commenced in February. Approximately **165** students showed interest in the peer educator program.

Integrated approaches have been identified as influencing behavioural change amongst our student community. Edutainment is one of the multi-prolonged strategies utilised in preventing HIV & AIDS infections and has been recommended as a helpful tool that can be used to build behavioural change. Approaches included a programmatic approach to campaigns and events, residence programmes, digital marketing and awareness initiatives. This report presents activities and initiatives staged during 2021 and the impact thereof.

HIV curriculum integration is implemented through innovative and participatory approaches to produce AIDS competent graduates and strengthen prevention messages regarding HIV & AIDS. This is done by offering internships for students from different departments and facilitating training workshops at various faculties.

IOHA continues to be a front-runner in the student market through continuous innovative ideas and campaigns, partnerships and positive interactive dialogue, and ongoing addressing of student issues and feedback. The digital age has shown that great strides can be made without face to face interaction. The department engaged with the UJ community through various online webinars. These included the seventh edition of the Annual High Tea and Phenomenal Women Awards in August, the First LGBTI+ Conference and the Second Annual UJ Men's Conference in partnership with Student Affairs. The LGBTI+ and the Men's Conferences reached participation of **5244** and **13 534**, respectively.

OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

The mandate of the Institutional Office for HIV and AIDS (IOHA) is to fulfil a coordinating role for the HIV, TB and STIs programme in terms of the 2013 White Paper for Post School Education and Training (PSET) (2013), the Transformation Framework for Higher Education (HE) (2015), the National Strategy Plan (NSP) for HIV, TB and Sexually Transmitted Infections (STIs) (2017), the Adolescent and Youth Policy (2017) and the Social Inclusion Policy Framework of PSET (2016). It functions within the legal and management framework of the University of Johannesburg and under the UJ Policy on HIV, TB and STIs, to ensure the realisation of the strategy.

The Office is also mandated to facilitate a combination of prevention interventions and strategies to reduce new HIV, TB and STIs infections and provide a holistic service for HIV & AIDS-related matters within the UJ community. The core operational function includes HIV prevention through Sexual and Reproductive Health and Rights (SRHR), peer education, targeted interventions to address risky behaviour, community engagement, HIV counselling and testing, and care and support for people living with HIV. The report aims to provide an overview of the coordinated institutional HIV, TB and STIs response, as monitored and evaluated by various university committees.

The strategic focus through to 2025 will be on the following:

The provision of an enriching student-friendly learning and living experience by initiating, facilitating, coordinating and implementing the University's HIV and AIDS strategy to the UJ community through:

Sustained excellence of service on all campuses with a client satisfaction rate of 90%; Expansion of Link network to 3000 members; Healthy lifestyles and risky behaviour programme to all students as part of FYE and Senior Students Experience (SSE); Significant positive shift in knowledge, attitude, perceptions and behaviour regarding risky student behaviours (as indicated by internal and external surveys); Focused quarterly awareness campaigns run jointly with Campus Health; Incorporation of educational material into induction programmes such as First-Year Experience (FYE), and induction of the Student Representative Council (SRC), house committees and societies.

INNOVATIVE ACHIEVEMENTS IN 2021

Health Promotion, HIV, TB and STIs Prevention, Care and Support

■ **Health Promotion**

- Health promotion enables people to increase control over their health and its determinants and improve their health.
- Health Screening tools: It is noteworthy that health screening helps students determine if they are at risk of a particular disease or condition. Sometimes, they may not show any signs or symptoms of the disease. Therefore, early detection, followed by treatment and control of the situation, can result in a good outcome and lower the risk of serious complications:
 - ~ Health Promoter Assisted Screening Tools: With every HIV test done, health screening is also included as part of the process to be completed on the consent form. Some of the ongoing screenings include STI screening, TB screening, and COVID-19 screening, for which all **666** people who came for testing were screened. Some of the additional screening tools include Weight, Blood Pressure, and Glucose screening, for which **343** people were screened.
 - ~ Self-screening tools are online questionnaires that are a means by which students can look for as-yet-unrecognized conditions or risk markers. IOHA's self-screening tools include Unplanned Pregnancy, TB, Substance Abuse, Stress, STI, Safe Sex, GBV, HIV, Mental Health, and Domestic Abuse. These screening tools were completed by **279** people, for some of whom referrals are currently underway.

■ **HIV Prevention**

- HIV Testing Services (HTS) is one of the key contributors to the realisation of UNAIDS-DoH 90-90-90, i.e. 90% of the community to know their status, 90% diagnosed with HIV infection to know their status, and 90% virally suppressed.
- In the comprehensive testing in quarter 1, **421** people were tested; this included **11** staff members and **410** students. Subsequently, in quarter 2, **806** people were tested: **13** staff members and **793** students. Testing figures in quarter 3 amounted to **666** people tested, including **33** staff members and **633** students. The year's final quarter resulted in **729** people coming for HIV testing. This all culminated in **2622** people tested in 2021, meeting 38% of the target of **6916**. There is no doubt

that the COVID-19 epidemic continued to significantly impact the medical prevention of HIV due to lockdown restrictions.

- Regarding the profile of those testing, **2%** identified as gender non-conforming (a vital category for our social inclusion strategy), **98%** were students (as HR Wellness is responsible for target testing for staff), and more females continue to access testing services than men. This is consistent with the national profile, where most people testing are females.
- Barrier methods continued to be distributed across campuses and residences, including lubrication and male and female condoms. Specific barrier methods for the LGBTI+ community, i.e. lubrication and dental dams, are currently available at the offices and issued on request due to limited supply. This is seen as a starting point towards inclusive SRHH and access. Some of the funding received from Higher Health will be utilized to procure more of these resources.

■ **HIV Care and Support**

- The Care and Support programme is a pillar included in the UJ wellness programme that aims to ensure optimal health and functioning for students and staff infected with HIV through social and educational support. This programme seeks to achieve the third 90 of the UNAIDS-DOH strategy and the national strategic plan (NSP) 2017-2022. This goal is also achieved through the functional referral pathway between internal and external stakeholders, whereby students who test HIV positive from the wellness campaigns and campus health clinic are referred to the programme for further support. The programme supports students through a buddy system, a WhatsApp group (for those who consent), regular follow-up phone calls, SMS and e-mail communication. In addition to this, cohesion is built and maintained through regular social club meetings.
- A total of **26** students were identified as reactive. However, some students came to IOHA to seek advice and treatment even though they had not tested through UJ testing services. 25 of those identified as reactive agreed to join the UJ Care and Support programme leading to a **96.1%** uptake.
- Also, most reactive students were identified at **APK** and **DFC** campuses (31% each). The **CBE** was identified as the faculty with the most reactive students at 38%, with students in their **1st year** of study presenting the majority of these reactive results at 31%.
- The incidence rate remains at 1%. According to Stats SA 2019, it is estimated that the national HIV prevalence is 13,6%, with prevalence in Gauteng province estimated to be 13,5%. Therefore, UJ's prevalence rate is low compared with the national and provincial statistics, based on the number of people tested. However, it remains concerning that risky behaviour increased even during COVID-19 and the lockdown restrictions when considering the number of STIs, unplanned pregnancies, termination of pregnancies and requests for the morning-after pill. Awareness remains the key strategy to empower students in making safe decisions to avoid future permanent impact on their lives.

Curriculum Integration, Research and Innovation

- **HIV curriculum integration** is implemented through innovative and participatory approaches to produce AIDS competent graduates and strengthen prevention messages regarding HIV & AIDS. This is done through Internships and training workshops.
- **Internship Programme:** In contributing positively towards 'graduateness' and the HIV curriculum integration programme, IOHA hosted nine internship students from the Faculty of Humanities and FEBE, including one student doing a Masters's qualification in the Safe Zone programme.
- **First-Year Seminar (FYS):** IOHA shared an interactive video highlighting its services and contact details. A preliminary report indicated that students had started accessing the video in most faculties except the Education Faculty, even though the overall reach remained low in all faculties.
- **Training Workshops:** In February, IOHA engaged in an exciting and interactive HIV training session with the FADA students. The presentation focused on HIV prevention, sexually transmitted infections (STIs), and HIV transmission, primarily through bodily fluids. Additionally, the Office was invited to conduct workshops for Psychology interns and Student Affairs leadership groups such as House Committees.

Peer Education Programme

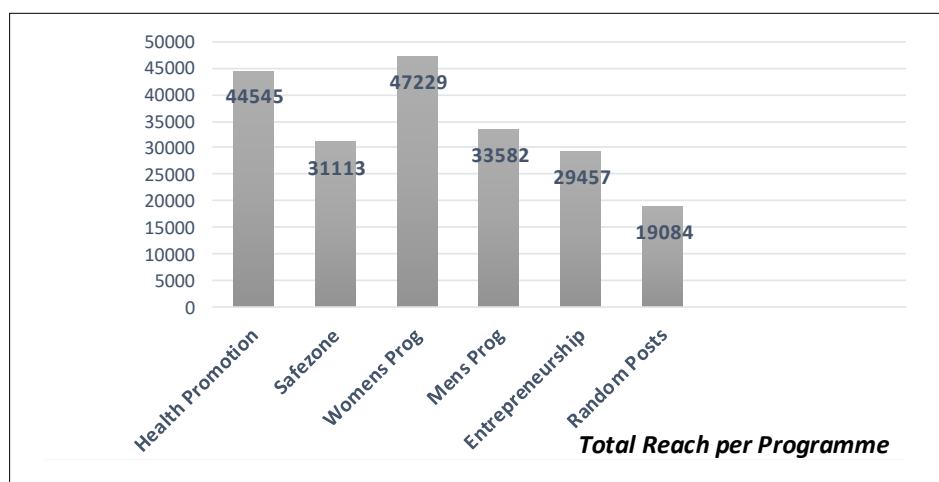
- Peer Educators continued to play a critical role in supporting the Institutional Office for HIV & AIDS (IOHA) and sharing Sexual Reproductive Health & Rights (SRHR) information with their peers on the different platforms of the university community and beyond. Due to COVID-19 restrictions, recruitment of students to join the programme was done through social media and U-link. A total of 68 Senior Peer Educators came back to continue with the program, and a further 101 new students joined, making 169 Peer Educators. However, in quarters 2 and 3, there was a decrease in active peer educators, with the figure declining to 121 active peer educators.
- A mentorship programme was initiated this year for new peer educators after feedback had been received last year that, due to minimal face to face interaction, the new peer educators had felt a lack of support. Thus far, the coaching programme has been implemented at all four campuses and has 25 coaches; this forms part of the retention strategy for peer educators. The upskilling and training of all IOHA coaches commenced in May, with an average of 92% satisfaction from delegates.
- The Work Readiness Programme was hosted in August as part of the peer education graduate programme, aimed at equipping final year students with CV writing skills, Interview skills, job hunting skills, behaviours, and personal mastery branding to enhance their career development goals. Some 32 students attended the workshop, and students provided positive feedback regarding empowerment through such seminars.
- In September, the IOHA Peer Education team was invited to contribute to a series on volunteering hosted by PsyCaD Career Development Services. The essence of the discussion was to shed light on how volunteering helps students become competent and employable and to better meet their learning objectives. Also discussed were opportunities available for students who wish to join the IOHA Peer Education programme, the benefits, and available training. The live discussion took place on Instagram Live with **150** views from students and UJ Staff. It was also pleasing to learn that the host is one of the programme's beneficiaries.
- **E-Learning module:** Much progress has been realized regarding the registration of the peer education module as a Short Learning Programme (SLP). Stakeholders held frequent meetings, and the formal name for the programme will be Peer Education in Health and Well-being. In June, it was finally proved by all relevant committees, and implementation will begin under the aegis of the Education Faculty next year. This year a total number of **49** students registered for the module, even though it has not yet formally started.

Campaigns and Awareness Programmes

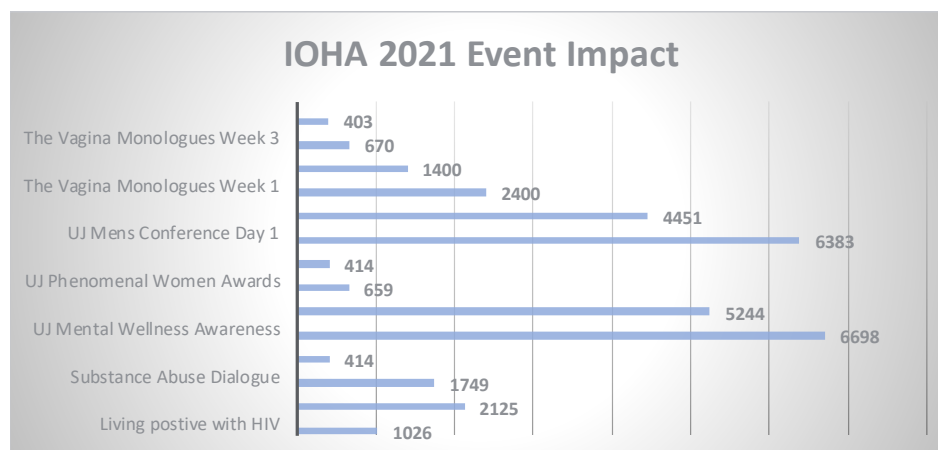
- Integrated approaches have been identified as influencing behavioural change among our student community. Edutainment is one of the multi-pronged strategies utilised in preventing HIV and AIDS infections and has been recommended as a helpful tool that can be used to build behavioural change. In 2021 approaches included:
 - **Residence risky student behaviour (RSB) programme:** Risky student behaviour continues to be a concern within various university communities. It impacts student health and wellness, academic performance, and social integration. Providing health and wellness programmes to address risky student behaviour within the residences is critical in extending services to students who might not access health services during their busy daytime academic schedules.
 - ~ The health talks seek to share current information, discuss the benefits of optimal behaviours, and overcome common challenges or barriers to these practices. This also encourages participants to adopt and maintain healthy behaviours. In addition, quality sexual health education programmes educate students on accessing valid and reliable health information, products, and services (e.g., HIV testing/ STI screening). Furthermore, these talks empower students to communicate with family and peers about issues that affect their health and, more importantly, to make informed and thoughtful decisions about their health.
 - ~ Health Promoters established a partnership with the house committees by forming *WhatsApp*

groups per campus to share daily social media topics with them. They distribute these to the residents to accelerate the reach and awareness.

- ~ The topics covered in the residence visits and health and wellness talks included sexual health, safe sex practices, mental health, hygiene, time management, HIV and STI social drivers, and services available to students from IOHA. More than 630 students were reached through residence engagements and health and wellness workshops. The reach through residence visits remains a concern. In 2022, a quarterly online residence Bootcamp will be hosted, where a partnership with all the house committees will be fostered so that they can encourage residents to attend, over and above individual requests made by the residents.
- **Campaigns and events:** These are based on IOHA programmes aimed at fast-tracking the response to HIV and AIDS prevention and health promotion through comprehensive combination strategies. In proving ourselves to be a centre of excellence in managing HIV, TB and STIs, IOHA increasingly utilised social media platforms, such as *Facebook*, *Instagram* and *Twitter*, to promote our initiatives and projects.
- **Social media:** Monthly updates regarding the IOHA social media platforms show that the Office continues to have a substantial social media presence, which increases social mobilisation, access to topics and awareness of events. Online campaigns grew, and the social reach yielded successful results as per the statistics reviewed for these platforms. To ensure inclusion of all students groups, different days are dedicated to specific programmes, i.e. Monday offers health promotion related topics, Tuesday focuses on Safe Zone/LGBTI+, Wednesday deals with women's health, Thursday concentrates on men's health, and Friday is centred around entrepreneurship. Programme impact is used as an indicator to measure the reach of each programme on daily posts. In 2021, the Women's programme had the highest reach of **48 229**, followed by Health Promotion at **44 545**, the Men's programme at **33 582**, Safe Zone at **31 113** and entrepreneurship at **29 457**. The below graph illustrates the reach per programme for daily posts.



- **Digital marketing and awareness initiatives to address risky behaviour:** The use of digital marketing to promote campaigns and encourage conversation has increased our followers' online presence, especially during the lockdown. Measuring the impact of our campaigns and of hot topics regarding health promotion, sexual reproductive health and rights provides the Office with more clarity on issues students find of interest and want to know more about. Additionally, the more structured the content schedule is (beginning in 2020), the higher the annual reach, again evidence that it is relevant to students. IOHA hosted **14** online webinars during 2021, reaching **34 036** people. The chart shows the reach per event highlighted on the following graph:



- **Facebook statistics and demographics:** IOHA has seen changes in terms of the type of posts, their impact, the audience, and people who follow the page. With universities following the digital route more and more for conveying their messages, the Facebook page has seen tremendous growth. The increase in online campaigns, events and discussions has maximized the digital space, and sharing posts through WhatsApp further stimulates conversation.
 - ~ The review of our Facebook audience reach is indicative of whether the information advertised is relevant to the target audience. The total number of people visiting the page during 2020 stood at **238 012**, whilst in 2021, it increased to **298 409**, i.e. **60 397** more despite a slight drop in numbers during quarter 3 of 2021. The increase is due to initiatives such as the UJ Pads Drive, LGTI Conference, Phenomenal Women Awards & Nominations, UJ Virtual Men's Conference build-up and the main event, August #selfloveconversations, The Iconic Man Nominations and The Vagina Monologues, to name a few.
 - ~ Facebook daily posts are informative articles posted to the page, measured against the number of people visiting the page, reading and sharing the post with their friends and family. IOHA has posted **476** posts during 2021, with a total post reach/impact of **147 149**, compared to **95 728** in 2020.
 - ~ In 2020 there were 1937 fans compared to **2253** in 2021, which is an increase of **316**. In addition, the number of followers increased from **2062** in 2020 to **2500** in 2021, an increase of **438**. This is due to the daily content level, supporting engagement and information sharing.
 - ~ An analysis of fan geographical areas indicates that the page reaches South Africa, Botswana, India, Kenya, Lesotho, Namibia, Nigeria, the USA, Zambia and Zimbabwe. The most prominent cities and towns are Johannesburg, Soweto, Pretoria, Cape Town and Tembisa.
 - ~ Lastly, the dominant languages are English and French. The page's dominant age group is the 25-34 year bracket, closely followed by 18-24.
- **IOHA Twitter page:** The IOHA Twitter page earned **76 225** impressions in 2021 compared to **93 064** in 2020. This is a decrease of **16 839**. The impressions earned for 2021 are due to campaigns such as Sex & Power (Safe Zone), #selfloveconversations, Vagina Monologues, Dangers of unhealthy eating and #HIVstillneedsourattention, Exploring Queer Relationships, Festive safety tips, Useful tips when dating and more. Although engagement in terms of posts has increased during 2021, more emphasis needs to be placed on what the Twitter market prefers against the Facebook audience to increase the reach.
- **Website:** The number of people visiting the IOHA website has increased yearly, from **940** in 2019, **1 078** in 2020 to **1 112** in 2021. This is due to changes and streamlining of the website. The website was simplified in terms of information posted, with people being redirected to the social media pages for interaction and assistance, should they require more information. Social media are also more appropriate for visual postings, such as pictures and videos. These take up considerable website memory, which UJ has restricted to allow quicker access via laptop or mobile.

- **Instagram Page:** IOHA launched its Instagram page in June 2021. The page has **325** followers and is growing in momentum daily. The number of fans increased by **122** from June 2021, with **126** posts for the year. A draft content plan with targeted peer educators as Insta-influencers will continue through 2022.
- **UJFM slots #Positive conversation:** IOHA continues to communicate and educate through its weekly UJ FM slot Thursdays at 1 pm. Apart from COVID challenges, the partnership has born great fruits in informing the UJ community and external listeners.
- **IOHA in the media:** IOHA uses internal resources and external media platforms to raise awareness of its various initiatives. Projects published in the press were UJ LGBTI+ Conference and the Men's Conference.

Leadership

- **Virtual Events:** Due to the COVID-19 pandemic, IOHA engaged in various online webinars with the UJ Community. The satisfaction average for the online events was 98%.
- **Partnerships:** IOHA partnerships have grown from strength to strength annually, with **78** in total. This is due to collaborative projects with internal and external partners, which increase UJ's and IOHA's global footprint. In partnership with Student Affairs, IOHA launched a project to mobilize the UJ community and partners to donate sanitary towels for female students. The plan is to distribute these, just as we distribute male and female condoms, by putting up pads dispensers across all four campuses. The project's first phase was implemented in October, where dispensers were procured and mounted at IOHA offices and the Campus Clinic. The next stage will be to put up dispensers at all-female residences.
- Another exciting initiative is the IOHA Book Club. Members of the club read Chimamanda Ngozi Adichie's book: *We should all be feminists* and then held robust discussions on themes that emerged from the book.
- The women empowerment initiative, the Girls 4 Girls project in partnership with the Social Work department, was initiated by Harvard University and reached South Africa and UJ last year. Some **15** young women were trained in leadership with confidence, being inculcated to challenge themselves as they developed.
- Additionally, the FADA/IOHA curriculum integration initiative was sustained, with each student required to research, ideate, develop and deliver an informative stop motion video for a social awareness campaign. This project was linked to IOHA's 2021 Women's Month campaign advocating for Gender Equality, "Celebrating Diversity in Women". IOHA and the Industrial Design department exhibited and shared the videos via social media (Instagram) throughout Women's Month.
- **IOHA alumni:** The LINK Alumni numbers for 2021 remain at 1573. DFC remains dominant with the highest number of alumni. Initiatives to increase recruitment on all campuses are planned for 2022.
- **External Engagements:** In commemoration of World AIDS Day, IOHA was invited to the News Room Africa TV programme to discuss the impact of COVID-19 on HIV prevention.

Challenges

- Moving events online has its challenges regarding connectivity due to load-shedding or data. These are mitigated by consistently putting backup plans in place, regarding speakers or connectivity.
- COVID-19 impacts service delivery as staff members or their immediate families begin to be affected, and the Office's staffing profile and staff morale were affected. Team spirit is essential and provides the necessary support to all involved.
- There is a limited supply of barrier methods for the LGBTI+ community, such as dental dams. IOHA continues to engage with DOH on the matter. Currently, the support from Higher Health funding assists in the procurement of a limited number of lubrication and dental dams. Other barrier methods such as finger condoms are not available.
- COVID-19 regulations restricting face-to-face events have impacted the organization of testing events which often yielded high testing numbers. In addition, the regulations affected timely delivery and expenditure on activities proposed for Higher Health funding, as this is based on face-face programme implementation.

CONCLUSION AND WAY FORWARD

The strategic focus for 2022 is to sustain excellence in providing an enriching student-friendly learning and living experience by initiating, facilitating, coordinating, and implementing the University's Health Promotion, HIV, TB and STI strategy to the UJ community through:

- **Prevention of HIV, TB and STIs**
 - Medical prevention
 - ~ Increase the availability of services, and implement the assisted self-testing campaign whilst adhering to COVID-19 protocols.
 - ~ Ensure access and availability of HIV Pre-Exposure Prophylaxis (PrEP) services on campus.
 - ~ Distribute barrier methods, including those needed by the LGBTI+ community, including dental dams and finger condoms.
- **HIV, TB and STIs care and support**
 - Active mobilisation for HIV positive students to join the UJ Care and Support programme:
 - ~ Use social media platforms to recruit and inform students about the available UJ Care and Support programme.
 - ~ Continued use of the digital media platform to support students through one-on-one discussions, the peer buddy programme, and the WhatsApp social group.
- Under the strategic theme “no one left behind, address Risky Student behaviour through sustained, targeted awareness and residence programmes.
- **Leadership influence, visibility, and stature** through:
 - Advising the MEC on RSB-related matters.
 - Submitting reports for discussion at relevant university committees.
 - Facilitating shared accountability for implementing the National Strategy Plan and the UJ HIV, TB and STI strategy.
 - Implementing the E-learning module as per SLP requirements.

Sr Rainny Nkhatho

Head: IOHA

April 2022

