



UNIVERSITY
OF
JOHANNESBURG



2021

Annual Report

HUMAN RESOURCES

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INTRODUCTION

The activities and functions of the University's Human Resources (HR) Division are aligned, stemming from the Strategic Plan 2025, and set targets across the University of Johannesburg (UJ). For HR, the key targets are a steady increase in staff representation in terms of equity and an increase in qualification levels to support academic excellence. More specifically, UJ seeks to achieve a higher number of instruction and research professional staff with doctoral degrees, a substantial number of international staff members, a higher number of black academic staff members, and a higher number of associate professors and professors.

During 2021, the Human Resources (HR) Division's journey of change continued, albeit with the Coronavirus pandemic challenges. The entrenchment of 4IR in HR was fast-tracked, with the paradigm shift caused by the pandemic 'new normal', calling for new and innovative ways of working, as we continued to transition from the old to the new. Collaboration tools have demonstrated that working in a different location from the normal office space could also enhance productivity. It obviously also brought some other challenges never experienced before.

As an HR community we embraced the change and adopted new ways of doing things, thus ensuring business continuity as well as providing support and platforms for staff to engage effectively. Through its Employment Relations (ER) and Organisation Development departments (OD), the Division ensured that a healthy relationship was maintained with staff and labour through continuous engagements and updates. The development of the online institutional performance management system, Phase 1 & 2 of the organisational review and design process, as well as executive recruitment were focal points of delivery for the HR Division for 2021 moving towards 2022. The employee life-cycle processes were performed online including normal recruitment, which resulted in the filling of key positions.

The following policies/procedures were developed or reviewed to ensure alignment and compliance with legislation and best practice:

- Vice-Dean Appointment Process
- Academic Categories, Appointment and Promotion Criteria and Processes
- Conditions of Service
- Policy on Appointment and Re-appointment of ELG (excluding the VC)
- Policy on Resourcing
- Policy on Cellular and Internet Connectivity
- Policy on Job Evaluation
- Policy on ELG Remuneration
- Policy on Overtime Compensation
- Policy on Retirement
- Policy on Rewards and Benefits
- Policy Process for Making Acting Senior Appointments
- Guideline on Data Governance
- Data Management Roles and Responsibilities



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OPERATING CONTEXT

The HR Division is divided into subunits as Centres of Excellence (CoEs), with these Units structured to serve the needs of the institution. The Office of the Executive Director is responsible and accountable for all HR-related matters, including Planning and Policy.

HR comprises the following units:

- Human Resources Business Partnering (HRBP)
- Organisational Development (OD) which includes Learning and Development
- HR Operations and Human Resources Information Systems (HRIS)
- Data Analytics and Human Resources Automation
- Employment Relations and Wellness
- Remuneration and Benefits

The HR Business Partnering (HRBP) Unit is the direct client interfacing Unit that acts as the first point of contact on HR-related matters. The Unit implements all HR-related interventions that are introduced to the faculties and divisions, including recruitment effectiveness.

The Organisational Development (OD) Unit provides a wide variety of learning and organisational effectiveness solutions. The Unit consists of the following subunits: Organisational Design and Change Management, Training and Development, Talent Management, Performance Management, HCM Communication, and Project management.

The HRIS Unit is responsible for maintaining the Oracle HR Suite and overseeing the implementation of new enhancements. Furthermore, HRIS ensures data integrity, troubleshooting, mitigation thereof and develops reports for all HR data. HRIS implements new specifications and enhances existing technical specifications, including the automation of HR processes.

The HR Administration Unit provides first-line transactional administrative functions to faculties and divisions relating to the entire employee life cycle: appointments, benefits, post structures, terminations, electronic records management, and any other transactional process required. The mitigation of audit findings is a priority; therefore, dependences in HR must be well managed

The Data Analytics and Management function is responsible for identifying and addressing anomalies in the current HR data models. The function works closely with various internal stakeholders, including HRIS, HR Admin, ICS and DIPM. Further to this, the function performs business analysis and business process improvement to address the data anomaly challenges. The Unit is also responsible for initiating efficiencies to the HR Business Unit using new and existing technology and integration between various systems. Automation implementation is key to this function.

Employment Relations (ER) is mainly responsible for the effective management of discipline, grievances, and collective labour engagement, and ensures the fair and consistent application of the UJ Conditions of Service. This Unit, in collaboration with other relevant stakeholders, continuously reviews policies, procedures, and practices to ensure alignment



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with all legislative amendments and legal developments affecting the employment relationship. This is all informed by the right to fair labour practices contained in the Constitution.

The second component, Employee Wellness, recognises that problems of a personal nature can harm an employee's psychological functioning and physical wellbeing. The main driver in ensuring the Unit meets its objectives is the deployment of an Employee Assistance Programme (the EAP) to address problems in the workplace and to improve productivity. The focus is on the general health and wellbeing of all employees of the University. The EAP programme also includes the HIV workplace programme, which forms part of the overall wellness strategy aligned to the UJ strategy.

The Remuneration and Benefits Unit is responsible for the management of remuneration and benefits administration. The Unit also provides services in the field of job evaluations, remuneration benchmarking, HR audit and risk management facilitation, and employment equity reporting.

ACHIEVING GOALS AND MAKING PROGRESS

Strategic Human Resource programmes and interventions are developed in collaboration with divisional and faculty leaders as well as through partnering with the University leadership. In 2020, the Human Resources Division strategically created several innovative solutions and services that were responsive to institutional needs and consistent with best practices.

At the core of UJ's vision and mission to be the Pan-African centre for critical intellectual inquiry, with the primary goal of achieving global excellence and stature, lies the ability to attract and retain accomplished academic and research staff. As demonstrated, UJ has been able to grow the academic and research staff cohort with an overall average growth of 10.75% by increasing staff with 136 from 2016 to 2021.

The academic cohort seniority increased because of academic and research staff promotion over the past five years. In 2021, a total of 87 academic promotions were processed.

STRATEGIC INITIATIVES DURING 2021

This section, in summary, reflects progress, key achievements, challenges, trends, and some critical risks within the HR Division.

Human Resources Business Partnering (HRBP) Unit

The services and offerings of the HR Division have become more widespread and visible in the past years, resulting in our clients becoming more demanding as they become more fluent and knowledgeable about our processes. As a result, the HR Business Partnering Unit has had to stretch beyond the scope of HR policies and practices and contribute meaningfully to management discussions and reporting by demonstrating in-depth knowledge and application of our offerings. With that being said, the Unit received excellent reviews and accolades from clients via the HR Service Delivery Satisfaction Survey completed last year.



The HR Business Partnering team is aligned to supporting the facilitation of the institutional strategy through the professional and efficient delivery of all HR initiatives across the institution. The team ensures the sustainability of HR services within the institution by partnering with the HR Centres of Excellence to implement and deliver on set key focus areas. Below are some of the projects that were successfully achieved.

The HR Business Partnering team is aligned to supporting the facilitation of the following institutional activities:

- **Recruitment and Vacancy Management** – 184 vacancies across the institution were finalised in 2021, and the vacancy rate as of 31 December 2021 stands at 9,68 which includes both internally and externally funded posts. The higher vacancy rate can be attributed to the moratorium on filling all positions at the onset of the COVID-19 pandemic. Motivations for the filling of both academic and support positions, in line with the UJ's strategic needs, had to be considered by the MEC Resource Committee for approval, which convened bi-monthly.
- **Strategic workforce planning** – The faculties kickstarted this project by forecasting their staffing headcount requirements for three years. This workforce planning will be refined to also integrate with other vital functions such as talent management and strategic resourcing.
- **Online performance management system** – This was successfully coordinated by the Unit, ensuring compliance and consistency in terms of mid-term and final appraisals. The contracting rate with employees has dramatically increased, showing reliance and widespread assistance.
- **Annual position budget** – The monthly budget management and saving of funds and the annual budget process/presentation are vital to ensure that we remain sustainable and responsible for budgeting requirements related to resourcing activities and the like. This process was concluded timeously, with all budget requirements submitted and reported.
- **Day-to-day guidance to management and employees** ensured, among others, closure of temporary appointments, the conclusion of first- and second-phase employment relations matters, employee wellness care and interventions, and data integrity.
- **87 academic promotions** were finalised as follows:



Figure 1: Graph depicting new academic promotion grades per race

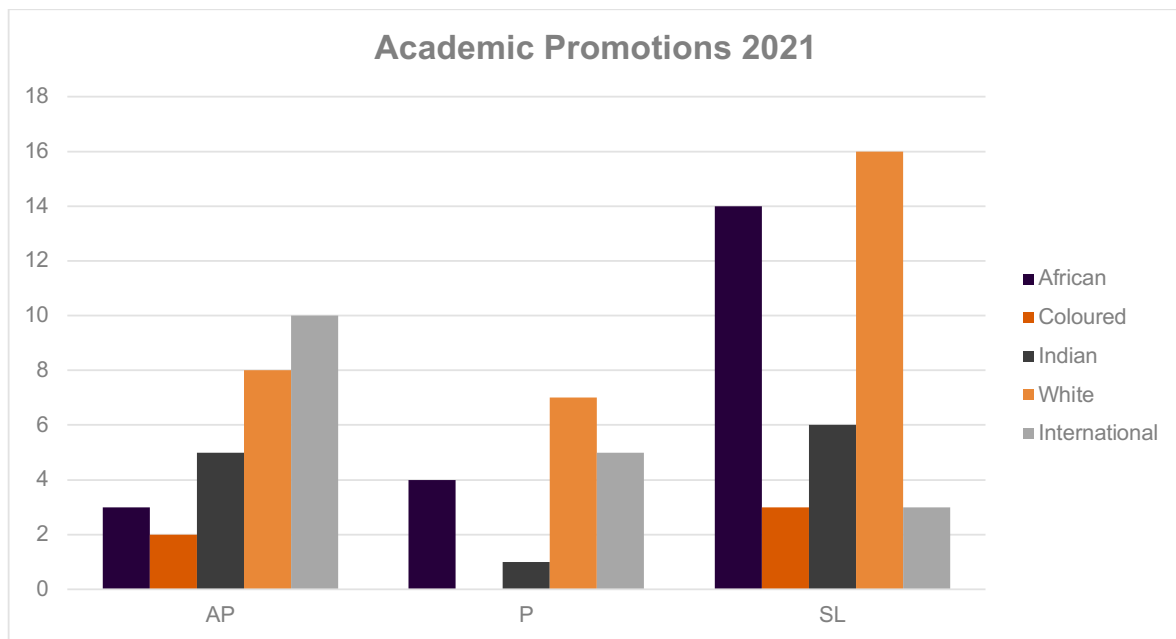


Table 1: Represents total academic promotions numerically

New Grade	Black	Coloured	Indian	White	International	Grand Total
AP	3	2	5	8	10	28
P	4		1	7	5	17
SL	14	3	6	16	3	42
Grand Total	21	5	12	31	18	87

- Post-retirement appointments** – Following the revision of the policy on post-retirement, NRF A- and B-rated academics and researchers were appointed as post retirees with implementation dates during 2022. Key projects and initiatives were delivered across the institution through the HR Business Partners as the client-facing Unit. These included vacancy management – the annual performance management and the annual position budgeting. A vacancy tracking system was developed, indicating the status of the vacancy at any given time, i.e. from the time of the advertisement being flighted through to the whole recruitment cycle concluding when the position is filled. The ELG member can easily access the information via reports and dashboards.



Figure 2: Vacancy detail report

The screenshot shows the Oracle BI Business Intelligence interface. The 'Vacancy Detail Report' is selected in the navigation pane. The report displays a table of vacancy details for the Faculty of Finance - Expenditure, filtered by Fiscal Year 2021 and Date 06/21/2021. The table includes columns for Faculty, Organization, Position Number, Position Description, Additional Position Name, Position Grade, Previous Position Number, Hiring Status, Status, Budget Value, Effective Start Date, Effective End Date, Post Type, Fiscal Year, Current Position, Position Status, Previous Position, Number of Previous Incumbents, Employee Full Name, Date Vacated, and Months Vacant.

Faculty	Organization	Position Number	Position Description	Additional Position Name	Position Grade	Previous Position Number	Hiring Status	Status	Budget Value	Effective Start Date	Effective End Date	Post Type	Fiscal Year	Current Position	Position Status	Previous Position	Number of Previous Incumbents	Employee Full Name	Date Vacated	Months Vacant
Finance - Expenditure	DFC Procurement	N4468	Senior Manager		P6		Active	Vacant: Interview	974122.00	02-Jun-2021		Permanent	2021	381408	Vacant: Interview					
	DFC Purchasing	N0324	Buyer II		P9		Active	Vacant: Interview & Filled By Temp	537005.00	25-May-2021	30-Jun-2021	Permanent	2021	26180	Vacant: Interview & Filled By Temp	26180	720019328	Sukhoon, Mrs. Rosline	31-Dec-2017	42
	DFC Accounts Payable	N0317	Financial Officer I		P10		Active	Vacant: Salary Offer Accepted & Filled By Temp	446084.04	08-May-2021	31-Jul-2021	Permanent	2021	26173	Vacant: Salary Offer Accepted & Filled By Temp	26173	720035782	Ntuli, Miss Portia	31-Oct-2020	8
	DFC Procurement	N3006	Manager II	Commodity Manager	P7		Active	Vacant	894616.44	01-May-2021		Permanent	2021	63589	Vacant	63589	720002945	Schlechter, Mrs. Mary-Anne	30-Apr-2021	2
	DFC Procurement	N0322	Accountant	Reconciliations	P8		Active	Vacant: Shortlisting & Filled By Temp	597393.00	04-Jun-2021	30-Jun-2021	Permanent	2021	26178	Vacant: Shortlisting & Filled By Temp	26178	720038509	Molapotho, Ms. Dinoo	30-Jun-2020	12
	DFC Purchasing	N0334	Buyer II		P9		Active	Vacant	542043.00	01-May-2021		Permanent	2021	26190	Vacant	26190	720045632	Maimela, Ms. Vinolia Neo	30-Apr-2021	2
	DFC Expenditure	N0272	Executive Secretary		P10		Active	Vacant: Salary Offer Accepted & Filled By Temp	445080.76	01-Jun-2021	30-Sep-2021	Permanent	2021	26131	Vacant: Salary Offer Accepted & Filled By Temp	26131	720021231	Lesufi, Ms. Linky Molabatho	30-Nov-2020	7
	APK Stores	N0358	Driver I		P13		Active	Vacant	306115.59	01-Jan-2021		Permanent	2021	26214	Vacant	26214	720002748	Nyathwa, Mr. Hector	31-Dec-2020	6

When reviewing the vacancy detail report, ELG members can access information on the vacant post, i.e. number of months vacant, status, etc. The tracking system will be enhanced to track the Time to Hire metrics.

The HRBP team is mandated to ensure that the execution of the HR divisional strategy is measured and monitored within the governance framework of the University to mitigate potential risks. Therefore, ongoing training and practical support will continue so that the team is appropriately aligned and adequately equipped to address critical challenges and provide our clients with a helpful and value-adding partnering service. Based on a survey conducted with the ELG, 50% of the HRBPs were rated as excellent, and 33,3% rated as very good.

As of 31 December 2021, 30 academics working in 4IR were appointed. The accumulative number of staff working in 4IR was 30 at the end of 2021, which exceeded the annual target of 16.

From 2021, Academic and Research staff working in 4IR appointed as Distinguished Visiting Professors, was also be reported on, of which the total was 11 for 2021.

Organisational Development Unit

The Organisational Development Unit fulfils a critical role in building the University's capacity to achieve greater effectiveness by developing, improving, and reinforcing strategies, structures, and processes.

Organisational Design and Review

HR undertook an organisational design and review project to review the service delivery models and structures of the support service divisions within the University. The objectives of the review process, among others, were to provide strategies on how to align functions to ensure greater efficiencies and effectiveness and eliminate duplication, manage the different divisional structures to ensure effective costing of the structures, vacancy management, etc.



The project unfolded in two phases, with Phase 1 being completed in 2019, while Phase 2 was concluded in 2020. Upon completing both phases, the recommendations were presented to the MEC and Council. Council approved all recommendations in September 2021, whereafter implementation commenced.

As part of organisational development, the University of Johannesburg also recognises building its human capital to ensure sustainability and effective change management. As such, the institution continuously seeks to improve the skills of its employees across all occupational categories to keep up with emerging and changing economic and environmental factors.

In addition, the GES 4.0 Change Management Project Team was established to support the GES 4.0 initiative. The project team developed a change management plan with interventions to support the various 4IR-related projects. Although some interventions were implemented, the COVID-19 pandemic impacted the project in 2021.

In response, the change management team implemented other interventions, engaging with managers on how to deal with challenging issues regarding the workplace and how to manage change during the pandemic through the accelerated use/adoption of 4IR tools. These were delivered through an online communication platform created and hosted by the Organisational Development Unit, with 259 staff attending during 2021.

Learning and Development

The Learning and Development (L&D) Unit forms part of the Organisational Development leg of the Division: Human Capital Management. As a Unit, the focus is to provide opportunities for staff to develop themselves.

L&D provides occupationally directed and other learning activities that enable and enhance staff members' practical skills, knowledge, behaviour, and work experience based on current and future occupational requirements for optimal institutional performance and sustainability. Integration with the other areas of Organisation Development is visible in the various partnerships formed: Within OD, L&D is responsible for coordinating, designing and co-presenting the training associated with Performance Management. L&D implemented a number of the 4IR-awareness training for UJ; L&D forms part of Change Management sessions; and L&D took part in forums for discussions of different topics. L&D is also central to Talent Management and assists with Change Management processes.

Besides playing an important role within OD, L&D also partners with other units in Human Resources; L&D has partnered with Employee Relations in providing bursaries for studies, and a creative partnership between L&D and HRIS has resulted in the production of a video assisting staff in the declaration of interest process. L&D and recruitment partnered in creating a Learnership for unemployed and disabled staff, and, finally, L&D provides continuous training opportunities for Human Resources staff members.

One of the guiding factors in L&D is the emphasis on governance and, more specifically, compliance, in the form of the Workplace Skills Plan (WPSP), Employment Equity (EE) reports and Broad-Based Black Economic Empowerment (B-BBEE) Reports, clearly indicating the link between the strategic function of the University and L&D.



Focusing on B-BBEE, L&D is responsible for the Skills Development pillar of the B-BBEE scorecard, providing feedback from training interventions done from the L&D budget and overall interventions from the UJ environment. This, however, is a challenge as the L&D Unit does not currently have access to information from all over the University, resulting in somewhat skewed reporting, not reflecting the accurate picture of money spent on training interventions. The Unit is currently facing the challenge of increasing the Skills Development score after a sharp decrease in 2020, and several initiatives were identified during the 2021 period to address this situation. A total of seven Learnerships and full qualifications were identified as possible means to improve the scoring and, more importantly, improve learners' skills.

The EE Reports uses the input from L&D to look at its impact on the University in terms of the EE Plan, taking the interventions and target audiences into consideration.

Finally, the Skills Development legislation prescribes to the Unit how our training interventions should be implemented in the context of guidelines from the Education Training and Development Practice Sector Education Training Authority (ETDP SETA), submission of the Workplace Skills Plan, which looks at a report on the training done as well looking forward, and general governance.

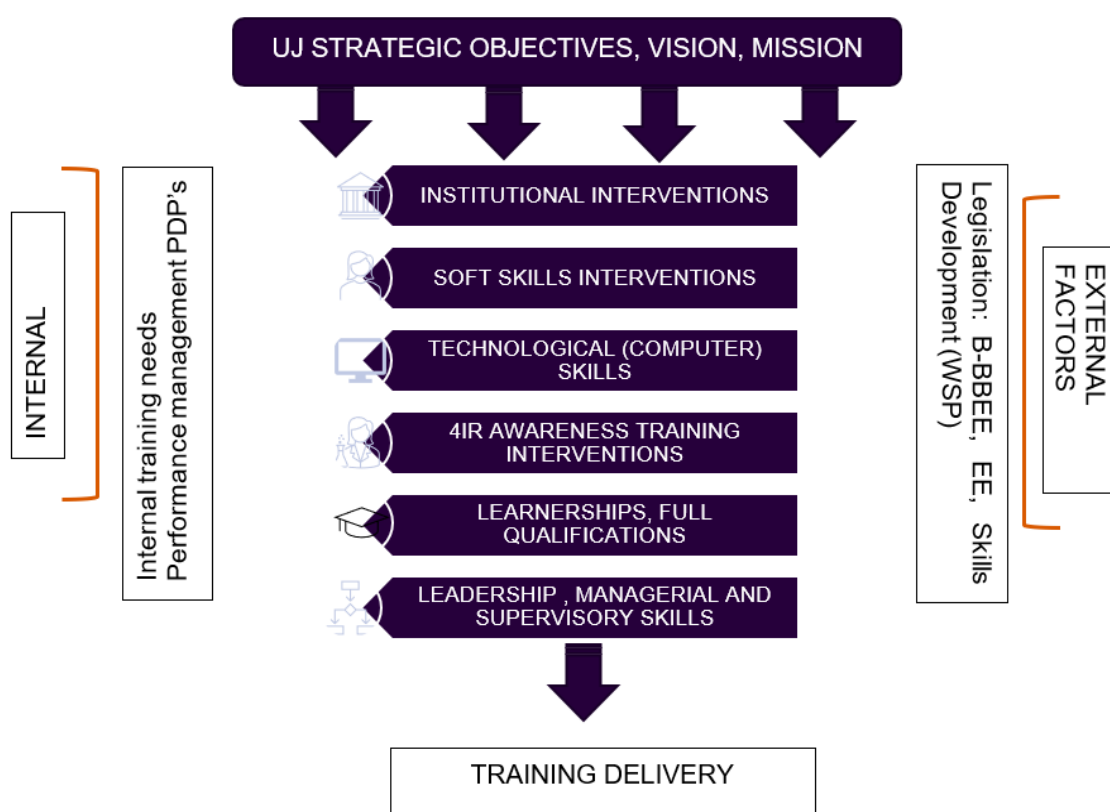
In 2021, L&D took a vested interest in performance management and used the Performance Development Plans (PDPs) extracted from the system to populate the 2021 Training Plan. With guidelines from the higher education sector in terms of hard-to-fill positions, especially skills identified from the skills gap and training needs received from the UJ environment, the Training Plan came together. It was rolled out to UJ staff, creating learning opportunities. HR received a discretionary grant from the Education SETA to fund the Higher Certificate in Project Management, a full qualification on NQF Level 5 presented by the School of Management through the College of Business and Economics.

Another milestone for HR within the governance domain was the timeous submission of the Workplace Skills Plan to the relevant SETA, following successful consultation with key stakeholders, including organised labour.

The following gives a quick overview of the Learning and Development Unit, focusing on the strategic link as well as our offerings:



Figure 3: Overview of the Learning and Development Unit



STATISTICS REGARDING OFFERINGS

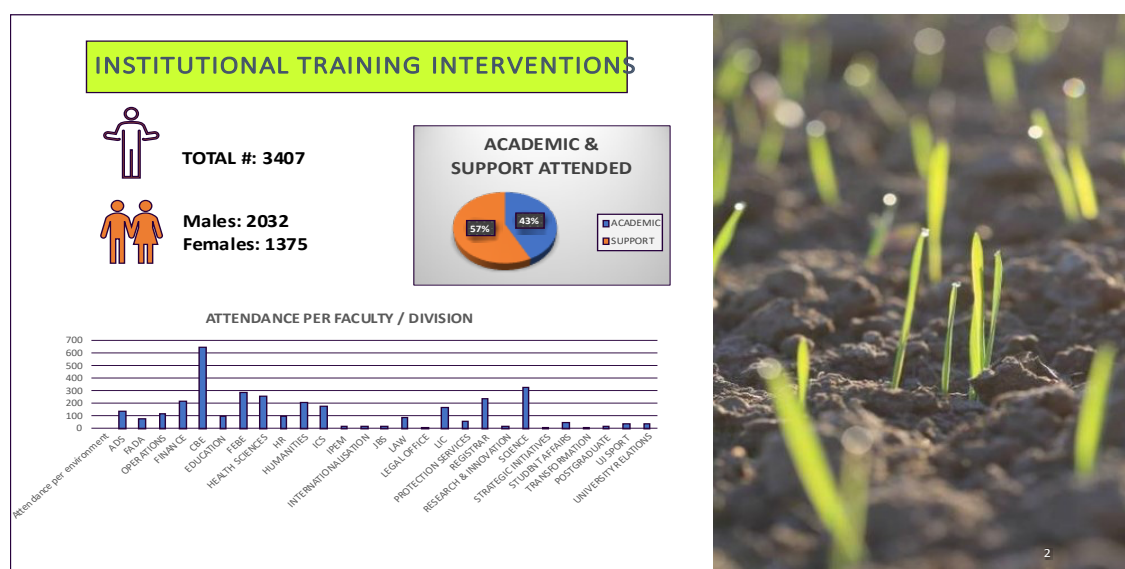
• Institutional interventions

Institutional interventions refer to interventions for all the UJ staff. In this category, L&D provided the following:

- Induction for new staff
- Performance management training



Figure 4: Institutional training interventions



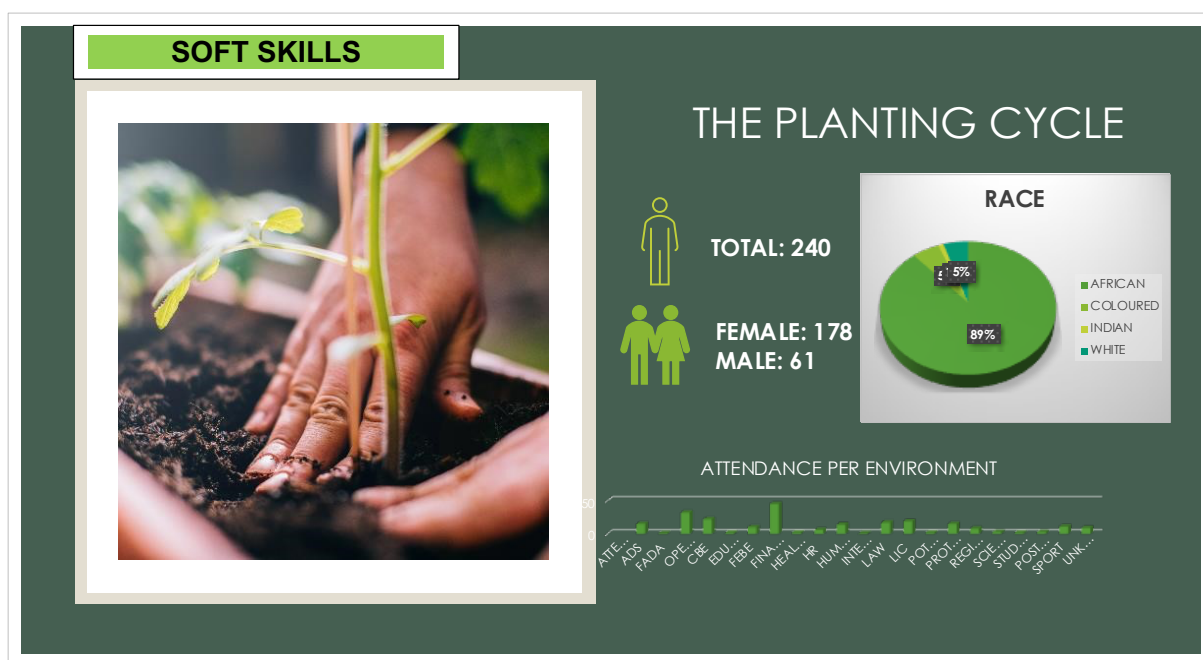
- **Soft skills interventions**

During the 2021 period, the following soft skills training was presented:

- Assertiveness training
- Change management
- Coaching and Mentoring
- Conflict Management
- PAs and Secretary Virtual skills
- Report Writing
- Speaking English with Confidence
- Teamwork
- Communication
- Dealing with Bullying
- Time and the New World of Work



Figure 5: Soft skills interventions



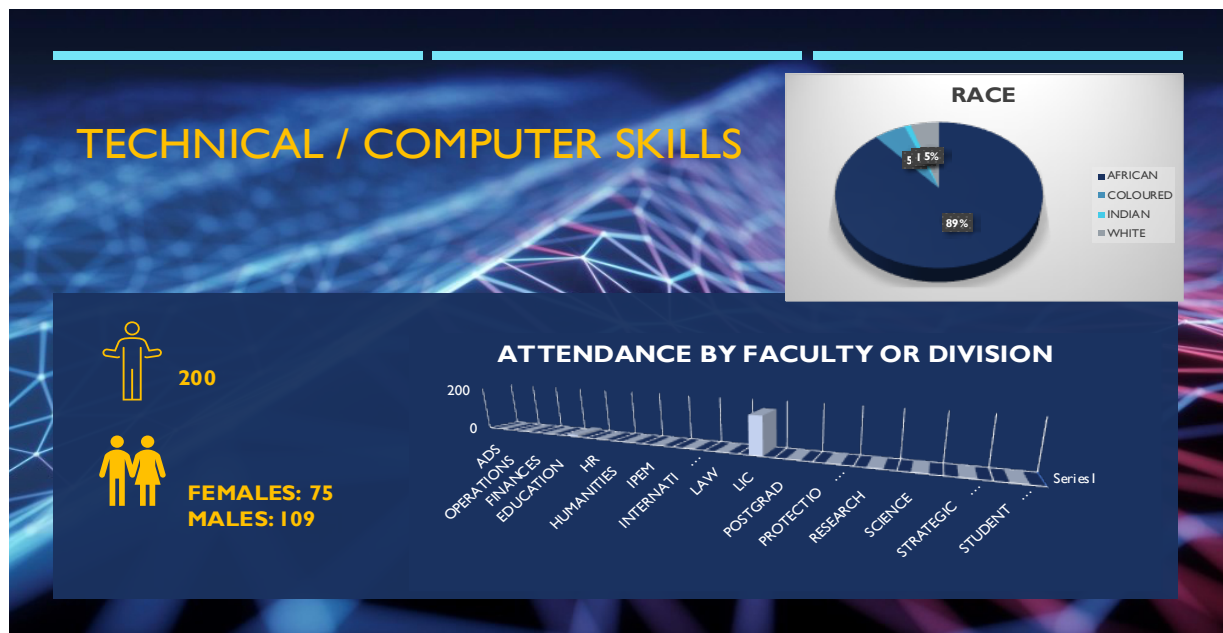
- **Technological (computer training)**

Owing to staff working from home, an increase in computer-related training was experienced. The training interventions focused on the following interventions:

- Basic Computer skills
- Adobe Reader
- MS Excel
- MS PowerPoint
- MS Teams
- MD Office 365
- MS SharePoint and OneDrive
- VISIO



Figure 6: Computer training



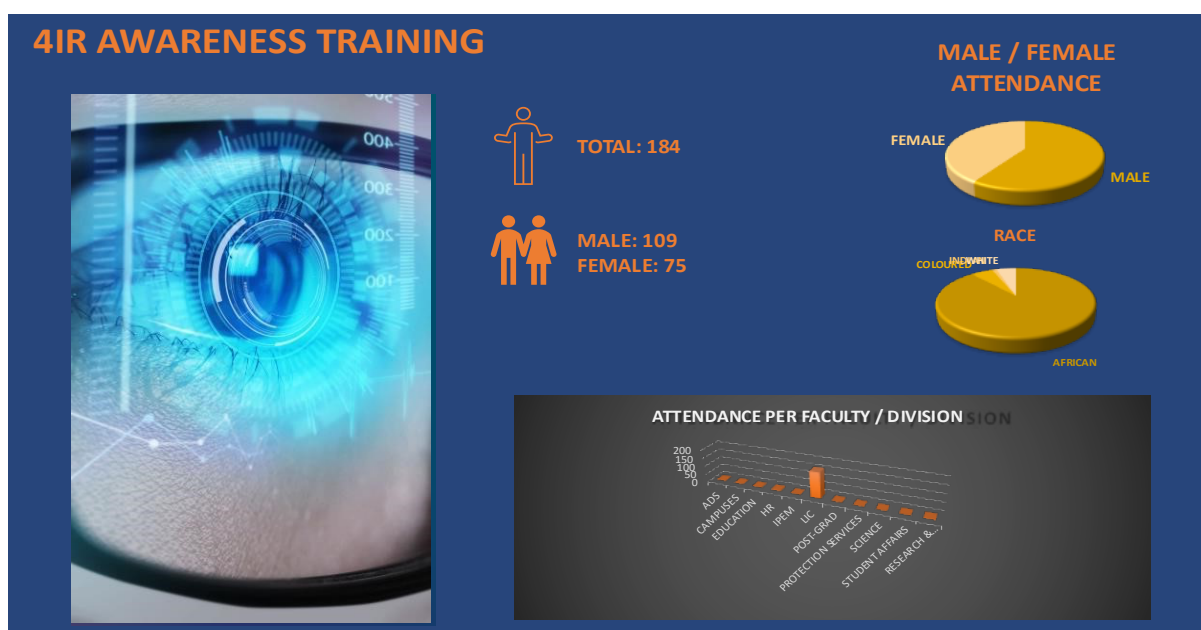
- **4IR awareness training**

Compared to 2020, 4IR training declined somewhat; a few courses had to be cancelled due to a lack of interest from the UJ environment. The training courses are based on recommendations from the World Health Organisation (WHO) and, although not technical, address the skills needed within the 4IR environment. The following courses were presented:

- 4IR Technology skills
- Cognitive flexibility in the digital era
- Corporate women and cyber security
- Cyber security
- Data analysis using Excel
- Effective coordination tools for 4IR
- Pandemic Accelerated 4IR




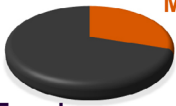
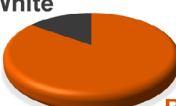

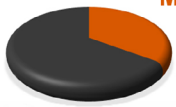
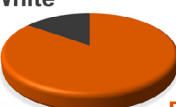
Figure 7: 4IR awareness training




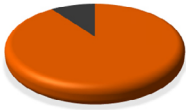


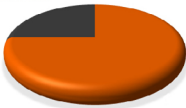
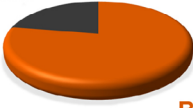

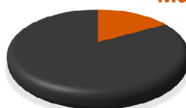
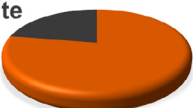
- Learnerships/full qualifications**

A particular emphasis was placed on our Learnerships and full qualifications during 2021 to increase our B-BBEE scores and, more importantly, to improve the skills of employees/learners. A total number of five interventions were launched, with 108 learners participating. An analysis of the statistics includes:

Table 2: Demographics for learnerships

LEARNERSHIP: BUSINESS ADMINISTRATION	Total learners:  40	GENDER  Male Female	RACE  White Black
LEARNERSHIP: GENERIC MANAGEMENT	Total learners  40	GENDER  Male Female	RACE  White Black

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LEARNERSHIP: GENERAL SECURITY PRACTICES	Total learners  10	GENDER  Female Male	RACE  Black
HIGHER CERTIFICATE IN GENERAL MANAGEMENT	Total learners  20	GENDER  Female Male	RACE  White Black
ADVANCED CERTIFICATE IN GENERAL MANAGEMENT	Total learners  18	GENDER  Female Male	RACE  White Black

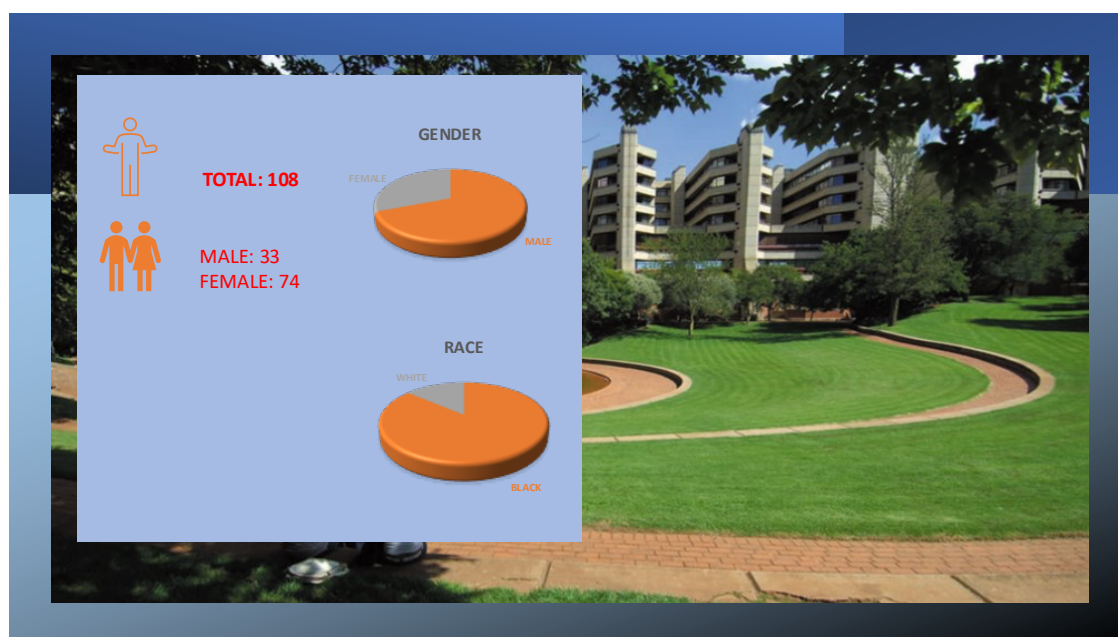
- **Leadership/managerial and supervisory skills**

Leadership/managerial and supervisory skills are always crucial to the offerings, and 2021 was no different. The focus was on the following:

- The Emerging Leader programme in partnership with the Division: Transformation and IPPM (CBE)
- Supervisory Development training (4 days)
- Leadership development training (4 Days)
- Team effectiveness
- Leadership in the New World of Work



Figure 8: Demographics for Leadership/Managerial and Supervisory Training



Human Resources Operations and Human Resources Information Systems (HRIS) Unit

The two units are working closely to mitigate audit findings by ensuring data integrity and governance. Despite the challenges of COVID-19 in terms of remote working, outdated laptops, and COVID-19 related illnesses, staff maintained the support of the University. Systems were kept stable, appointments and terminations of staff were processed timeously, and development work was undertaken.

Several focal points received attention, and progress was made in terms of:

- Developing a Web App to generate appointments in an automated way. It is envisaged that the process is finalised during 2022.
- Developing an online Declaration of Interest system, with additional enhancements included in the latter part of 2021. The platform will be launched in 2022.
- Managing internal and external audits together with the B-BBEE audit.
- Updating outdated organisational structures continuously.
- Effectively managing the Human Resources Submission Schedule, ensuring timeous and up to standard reporting.



Workforce analysis and employment equity (EE) statistics

• UJ overall workforce as of 31 December 2021

UJ workforce statistics showed an increase in staff comparing 2017 with 2021, with a slight decrease in numbers from 2019 onwards. This trend resulted from a focus on creating more positions in the academic and research environments. This focus on increasing the academic workforce yielded promising results, with the academic and research headcount rising from 1 186 in 2017 to 1 264 in 2021.

Table 3: UJ workforce over the past five years

	2017	2018	2019	2020	2021
Academic and research staff	1 186	1 222	1 283	1 270	1 264
Support staff	3 164	3 105	3 080	3 048	3 029
UJ Executive Leadership Group	20	23	23	23	23
Total	4 370	4 350	4 386	4 342	4 316

The academic and research *headcount* increased by 6,17%, from 1 186 in 2017 to 1 264 in 2021. The vacant *position count* for academic and research positions in 2021 reflects 1 264 filled positions and 165 vacant positions, with some of the vacant positions being filled by temporary staff.

Table 4: UJ Academic staff complement breakdown (gender and race)

ACADEMIC AND RESEARCH STAFF											
Occupational Level	Female				Male				International		Total
	B	C	I	W	B	C	I	W	Female	Male	
Senior Management	3	1	11	34	13	6	6	41	11	44	170
Prof Qualified and Experienced Specialist and Mid-Management	58	14	36	111	73	6	27	100	28	82	535
Skilled, Academic, Jr Management, Supervisors, Foremen and Superintendents	137	22	49	85	126	12	20	43	27	38	559
Grand Total	198	37	96	230	212	24	53	184	66	164	1264

The support staff *headcount* decreased by 4,27% from 3 164 in 2017 to 3 029 in 2021, excluding the ELG. This decrease can be attributed to the moratorium on filling vacant positions in support environments, implemented in August 2018, and according to the latest organisational design process. The *position count* for support staff positions for 2021 reflects 3 052 filled positions (including 23 ELG) and 333 vacant positions, some of which are filled by temporary staff.



Table 5: UJ support staff complement breakdown (gender and race)

SUPPORT STAFF											
Occupational Level	Female				Male				International		Total
	B	C	I	W	B	C	I	W	Female	Male	
Top Management	2			1	3		1	1			8
Senior Management	18	5	9	13	11	2	1	17	1	2	79
Prof Qualified and Experienced Specialist and Mid-Management	72	20	24	60	75	8	8	32	2	10	311
Skilled, Academic, Jr Management, Supervisors, Foremen and Superintendents	228	57	41	107	240	14	13	38	8	9	755
Semiskilled and Discretionary Decision Making	224	50	14	62	316	7	1	25	3	1	703
Unskilled and Defined Decision Making	562	3		1	624	2		2	2		1196
Grand Total	1106	135	88	244	1269	33	24	115	16	22	3052

The Executive Leadership Group remained constant over the past three years. At the end of 2021, the headcount was 23, with one vacancy.

The UJ Annual Performance Plan

The UJ Annual Performance Plan (APP) is revised annually to align with the UJ Strategic Plan. The COVID-19 pandemic has impacted achieving targets regarding the appointment of academics during 2021; however, UJ still managed to achieve eight of the ten measured targets.

- **Targets achieved in 2021**

The black academic and research staff component has increased from 39,03% in 2016 to 49,4% in 2021. The female academic and research staff grew from 47,15% in 2016 to 48,9% in 2021, but with a slight decrease from the 49,03% in 2019. Female associate professors and professors are now at 39,4%, with a total of 143 achieved compared to the target of 135. Black (SA) associate professors and professors are now at 26,4%, with 96 achieved against a target of 85.

Academic and research staff with a doctoral degree increased by 26 year-on-year, and in 2021 surpassed the target of 50,8%, rising to 55,8%. Over the past five years, the number has increased from 47,04% to 55,8%. Correspondingly, the number of academic and research staff with a master's degree (as highest qualification) has decreased over the past five years from 43,58% to 37,6% due to the increase in staff with doctoral degrees.



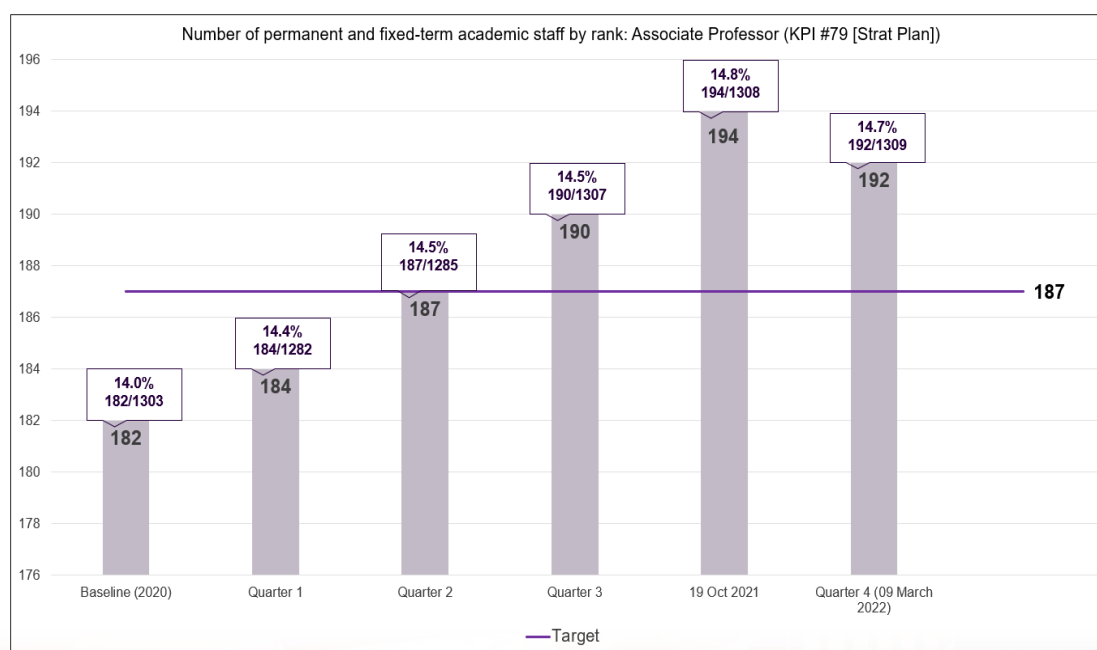
The University encourages lecturer-level staff to obtain a doctorate to ensure that the senior lecturer level is well developed for progression to associate professor and professor. Hence, the reduction to 37,6% of staff with a master's as the highest qualification is a signal achievement against 42,1%.

Table 6: UJ APP targets achieved in 2021 (based on HEMIS Rules)

Indicator	Target	Achieved
Number of black (SA) associate professors and professors	85	96
Permanent and fixed-term academic staff by rank (associate professors and professors)	357	363
Percentage permanent and fixed-term academic staff with doctorates	50,8%	55,8%
Number of black permanent and fixed-term academic staff	635	647
Number of female associate professors and professors	135	143
Number of academic staff recruited who are working in 4IR (cumulative)	16	32
Number of international permanent and fixed-term academic staff	231	234
Number of female academic staff	635	640

- **Targets achieved in 2021**

Figure 9: Number and percentage of associate professors



2021

Figure 10: Number and percentage of professors

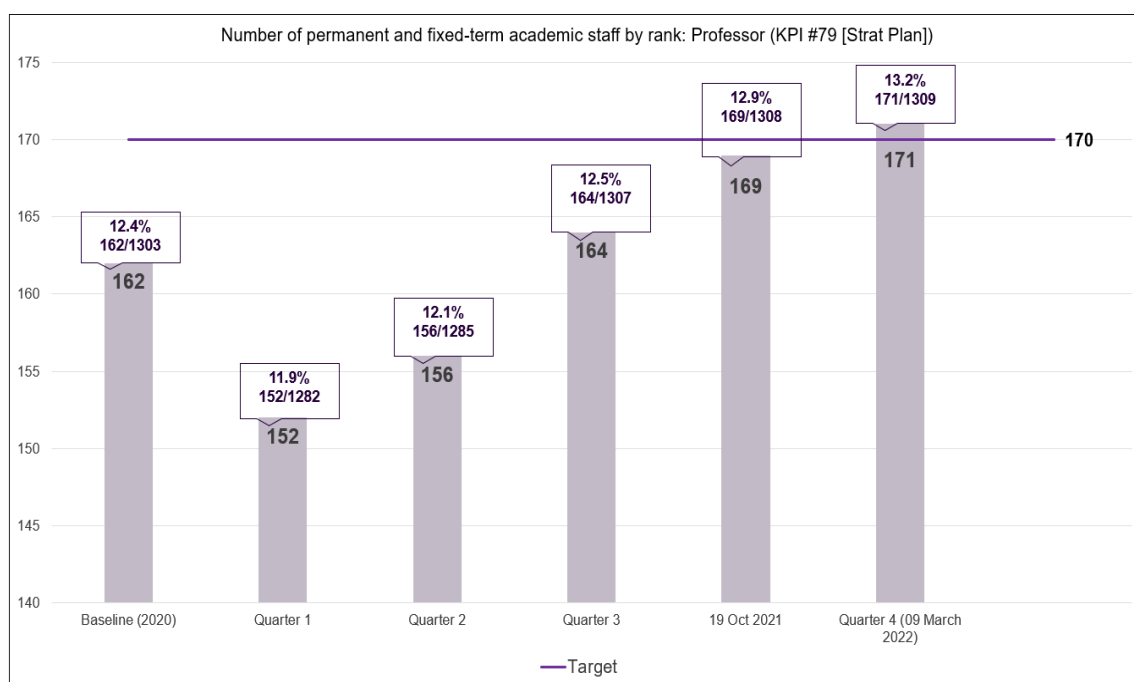
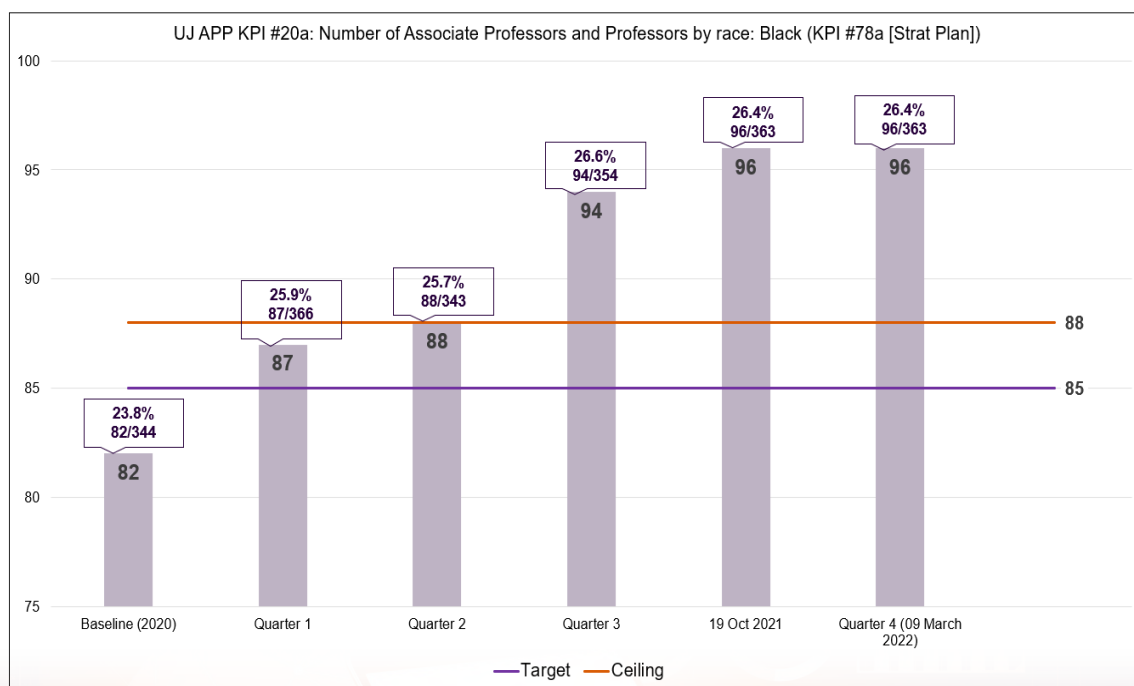


Figure 11: Number and percentage of black (SA) associate professors and professors



2021

Figure 12: Permanent and fixed-term academic staff by rank (associate professors & professors)

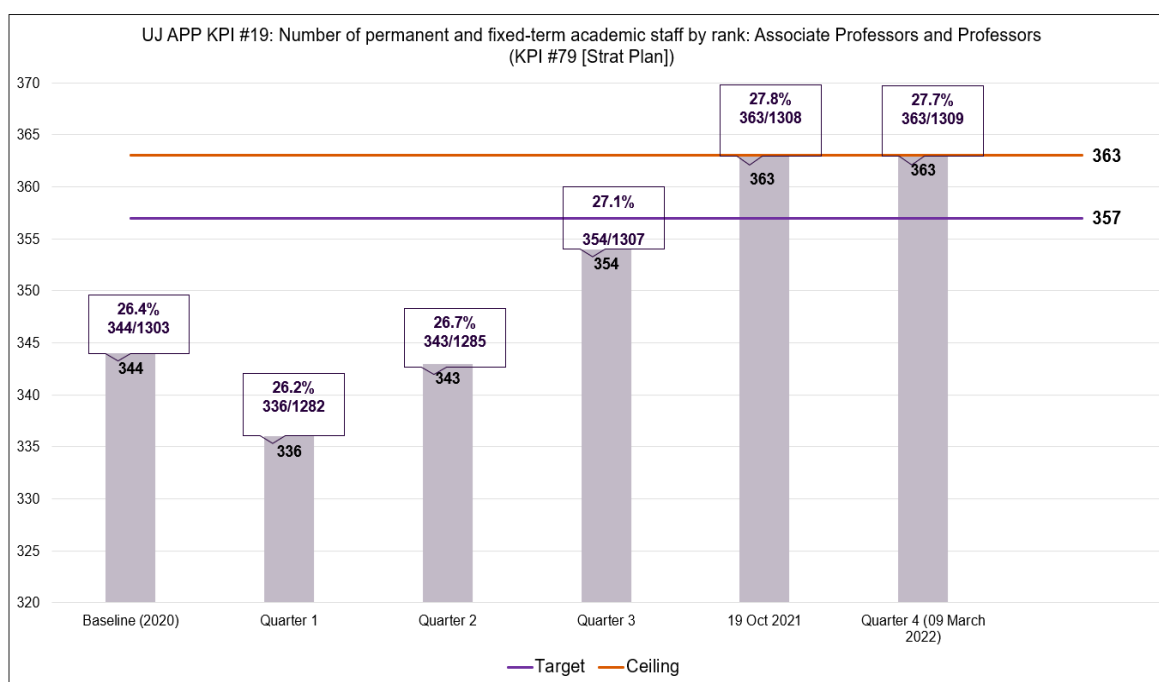


Figure 13: Percentage black permanent and fixed-term academic staff

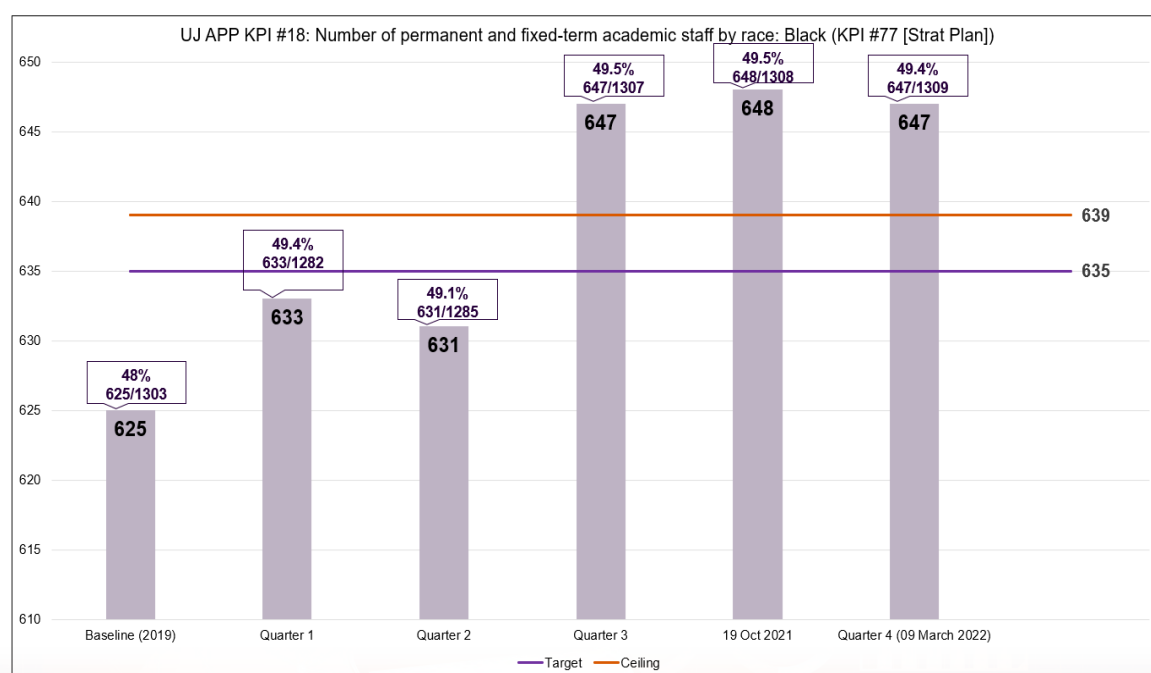


Figure 14: Female permanent and fixed-term academic staff

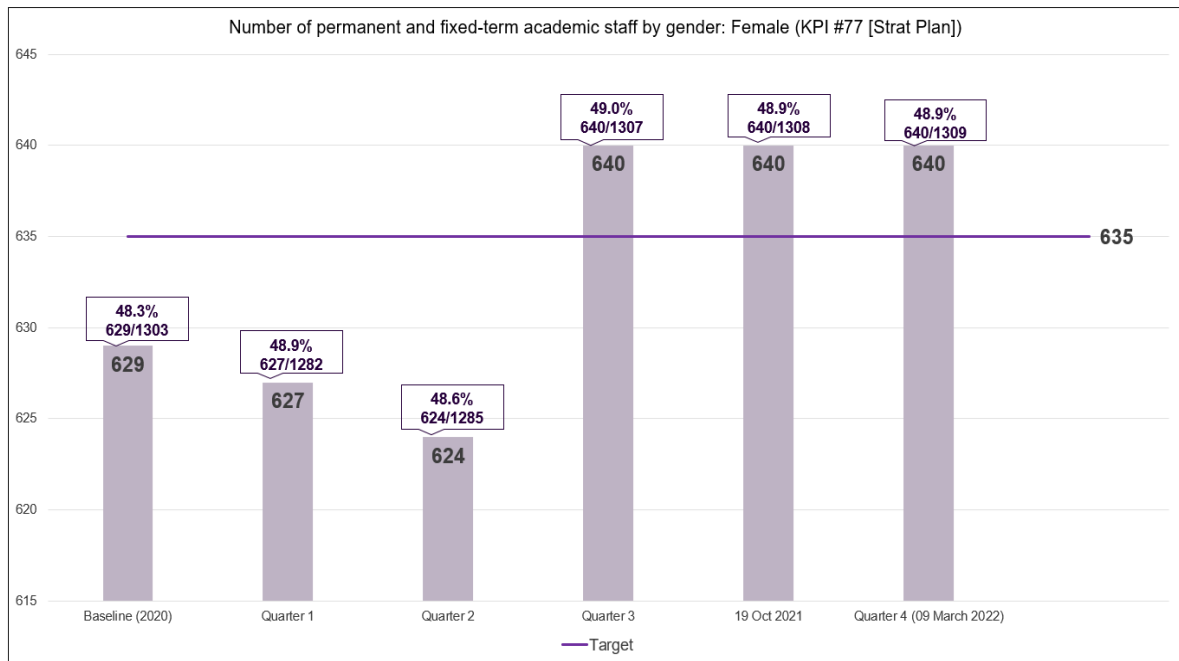


Figure 15: Percentage international permanent and fixed-term academic staff

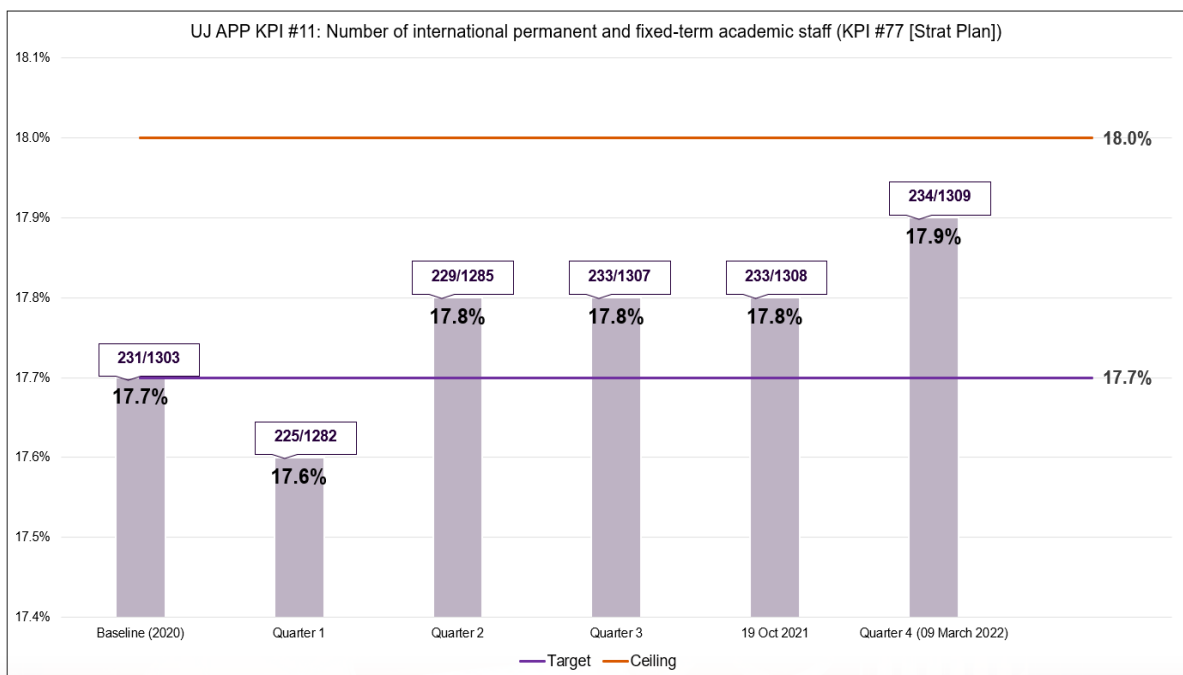


Figure 16: Number of female associate professors and professors

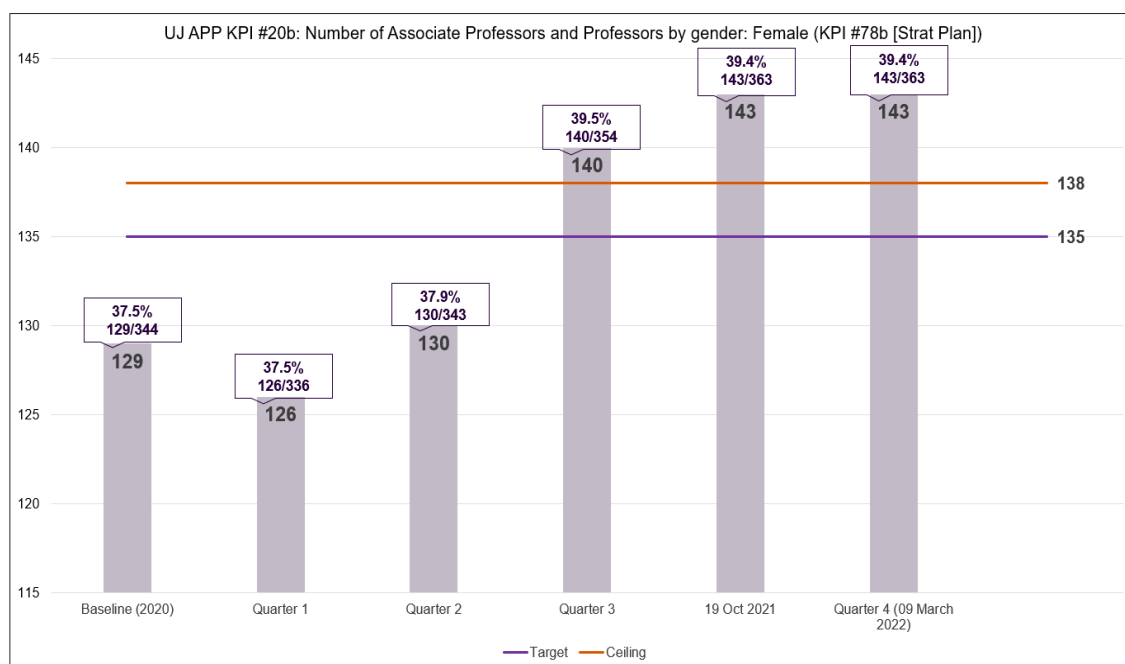
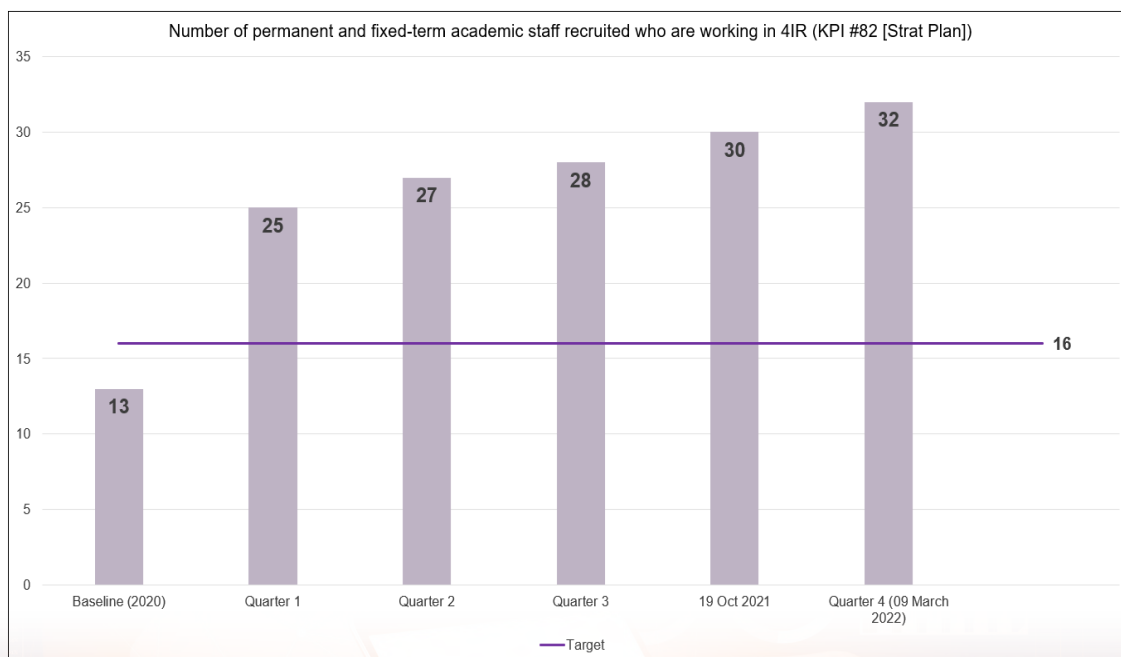


Figure 17: Number of academic staff recruited who are working in 4IR (accumulative)



2021

Table 7: UJ APP targets not achieved in 2021 (based on HEMIS Rules)

Indicator	Target	Achieved
Proportion of permanent and fixed-term academic staff with a master's	42,1%	37,6%
Number of academic staff with a disability	18	14
Percentage turnover of academic staff	4,9%	5,7%

Figure 18: Percentage permanent and fixed-term academic staff with master's

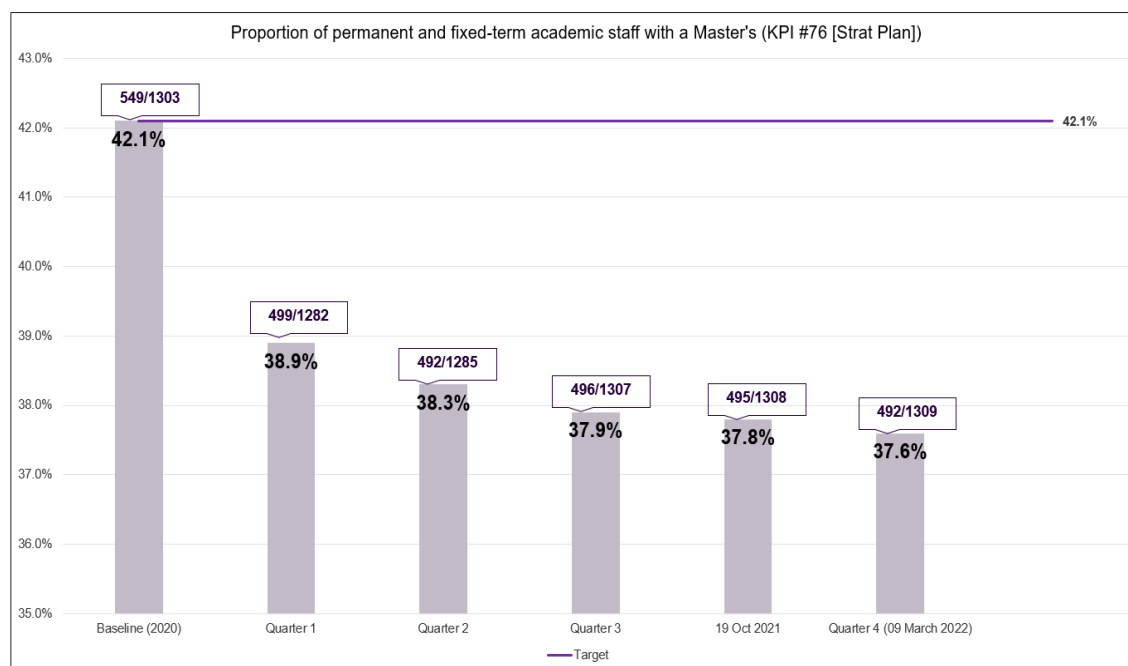


Figure 19: Permanent and fixed-term academic staff with a disability

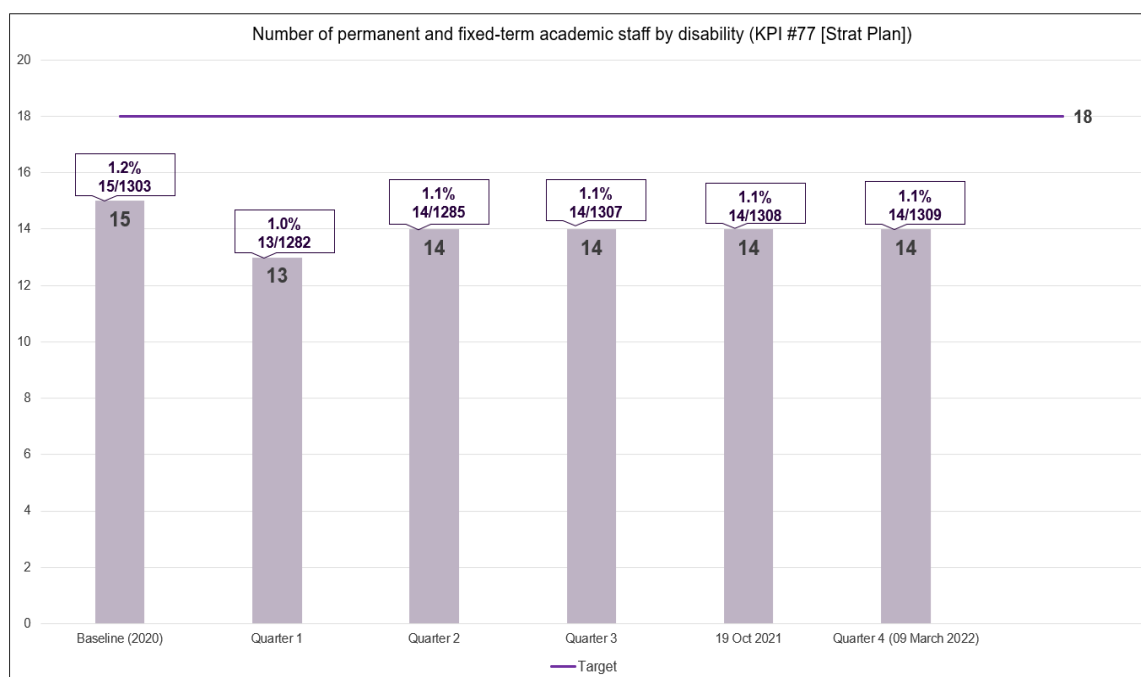
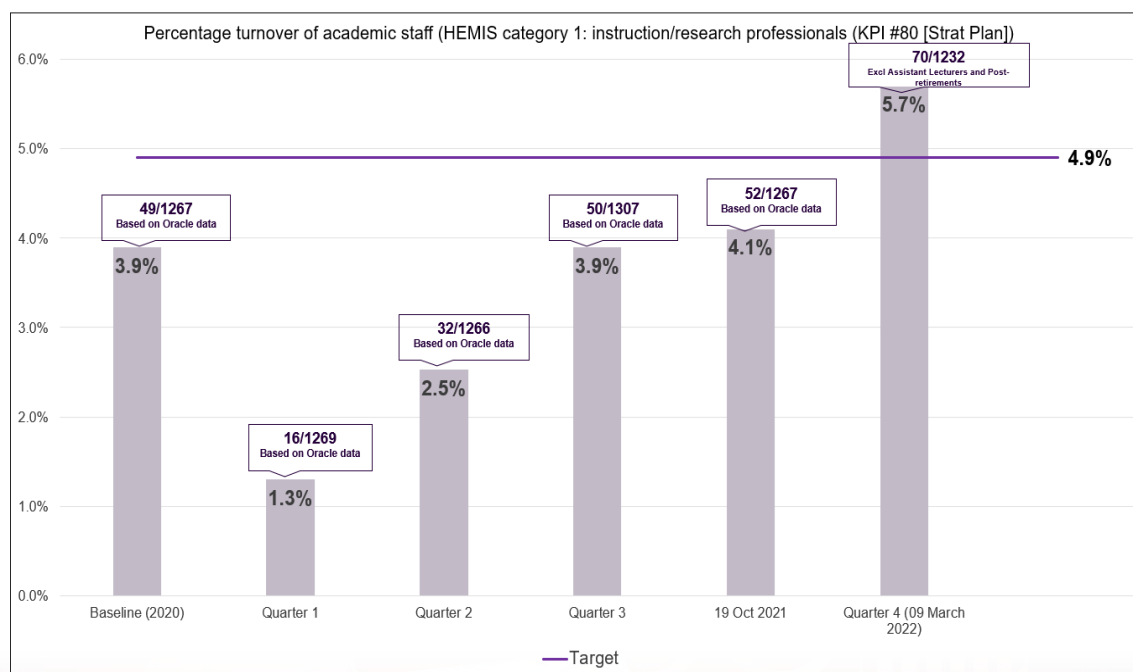


Figure 20: Percentage turnover of academic staff



Number of academic staff with a disability

The target for people with disabilities was set at 18, but 14 was achieved, representing 1,1% of the total academic workforce. This figure remains below the economically active population target, drawn from the Gauteng statistics, against which the institution benchmarks.

Academic and research staff promoted in 2021

In terms of academic and research staff promotions, Senex approved 87 promotions in 2021 compared to 70 in 2020 and 50 in 2019. Of the total staff promoted, 47,13% were South African females, 32,18% South African males, and 20,69% international employees. Of the South African staff promoted, 21 (23%) females and 19 (20,69%) males were from the designated groups.

Table 8: Academic promotions

Position promoted to	Female					Male					Grand total
	Black	Coloured	Indian	White	International	Black	Coloured	Indian	White	International	
Professor			1	3		4			4	5	17
Associate Professor	2	2	5	7	4	1			1	6	28
Senior Lecturer	3	2	5	11	3	11	1	1	5		42
Grand Total	5	4	11	21	7	16	1	1	10	11	87

The Executive Leadership Group Employment Equity Profile in 2021

The ELG black gender profile has shifted notably from 2017 to 2021. Black female representation was 32% in 2017, 43,48% in 2019, 47,8% in 2020, but decreased to 43,48% in 2021. Of the 23 ELG members, there were ten black females, five black males, three white females, four white males and one international male.

Table 9: ELG equity profile

ELG Equity Profile							Percentage				
Gender	Black	Coloured	Indian	White	International	Grand Total	Black	Coloured	Indian	White	International
Female	6	3	1	3	0	13	26,09%	13,04%	4,35%	13,04%	0%
Male	4	0	1	4	1	9	17,39%	0%	4,35%	17,39%	4,35%
Grand Total	10	3	2	8	1	23	43,48%	13,04%	8,7%	30,43%	4,35%

When focusing on South Africans, there were 331 black females and 289 black males, and 230 white females and 184 white males. Of the 230 international staff, 66 were female and 164 male. The black academic and research staff component increased from 41,72% in 2017



to 49,4% in 2021. The number of female academic and research staff increased from 47,55% in 2017 to 48,9% in 2021. Female associate professors and professors are now at 39,4%: a total of 143 was achieved, against the target of 135.

The increase in the support staff headcount in 2017 was related to the insourcing of Protection Services staff, cleaning staff, and a few grounds staff members. Still, over the past three years, the support workforce contracted from 3 164 in 2017 to 3 029 (excluding the 23 ELG staff members) in 2021, which equates to 135 fewer positions. This decrease can be attributed to the moratorium on filling vacant positions in support environments implemented in August 2018 and the latest organisational re-design process.

Based on the categories used when reporting annually to the Department of Employment and Labour on the UJ Employment Equity status, the total support staff complement was 3 052, of whom 1 589 were female and 1 463 male. (For ease of reference, international staff were included in these two figures.)

Data Analytics and Human Resources automation

The Data Analyst Unit in HR supports the HR team and the broader UJ community by introducing technology, business, and data improvements. The Unit has developed several systems, which have created greater efficiency and agility for HR. These improvements have resulted in higher confidence in data, and reports are better aligned to the source systems.

Performance Management (PM)

Following the production release of the online PM system in October 2020, the system went live for all permanent and fixed-term contract employees on 4 January 2021. A comprehensive change management process was introduced with an aggressive training plan to upskill all employees in using the online system.

As the data analyst developed the system, it was prudent that the Unit provided the system's training and support. During the PM contracting phase, the training ran from 18 January 2021 to 25 February 2021. By the training end date, 3 000 employees had been trained in using the system.

Additional key performance indicators (KPIs) were provided as performance contracting progressed. In total, 8 261 KPIs were uploaded to the system by the conclusion of the contracting period, while total contract completion was at 4 214, which equated with a 97,5% usage of the system for the contracting phase.

The mid-term review (MTR) took place between June 2021 and August 2021, and system usage for capturing MTR was at 3 768, equating to an 89,4% completion rate.

The final assessment phase took place between September and October 2021. A total of 4 113 assessments were concluded utilising the system.

The data analyst has developed a centralised dashboard, providing insights and analytics that aided decision making and approval by the MEC.



The benefits of utilising the online PM system in its first year have been realised:

- A single automated system has been consistently used across all divisions and faculties at the University of Johannesburg.
- The system has been used for centralised reporting and analytics and has assisted with the consolidation of PM data.
- System parameters, such as the assessment scales and ranges, have been consistently applied to all employees, making the process fair and transparent.

In 2021, the UJ community provided several suggestions and recommendations to improve the PM system's user experience (UX) and user interface (UI). The proposals were evaluated, and changes were scoped for further development if deemed functional. During the latter part of 2021, these changes were developed and implemented for the 2022 year. These changes will include the following:

- The KPI Goal Library has been made available via a menu item titled KPI Library. The system will present the KPIs for the employees' respective divisions and faculty and is exportable to MS Excel.
- The employee may view their organisational organogram via a menu item titled *My Organisation*. The system will present the employee to the respective line manager responsible for approving the employee's PM activities and workflows.
- The system enables the creation of multiple PM contracts and versioning due to changes to KPIs or internal movements during the PM cycle.
- The system provides a historical view, where past years' contracts can be viewed.
- Employees can copy the previous year's active contracts to the current year in an editable state where contracts have remained the same.
- Line managers can request employees to be excluded (e.g. staff on disability). An approval workflow will route to the respective governance committee for review and approval.
- The mid-term review (MTR) comment per KPI is no longer mandatory.
- Non-mandatory comments per KPI have been provided for the final assessments. The assessment ranges are currently being reviewed and will be communicated in 2022.
- Multiple supporting documents or a portfolio of evidence can be uploaded for the MTR and final assessments. The system caters for a drag and drop functionality for easy file uploads.
- An *Export to MS Excel* functionality has been provided for the report, which is especially useful for line managers with many direct reports.
- A quick view of system notifications has been provided, reducing the need to navigate to view notifications.
- The *View Plan* has been significantly enhanced:
 - The MTR and final assessment ratings and comments have been included in the *View Plan*.
 - The *Line Manager Final Score*, the *Calibrated Score*, and the *Appealed Score* will be presented in the *View Plan*.
- Several other enhancements, which are divisional or user-specific, have been developed, which will significantly improve the efficiency of the PM process.



2021

Data Quality

The first phase of Data Quality (DQ) measures was launched in 2019 and realised improvements in data quality; the second phase was initiated in January 2020. Following the successes of the first and second phases of the DQ project, the third phase was introduced in 2021. The development and publication of the DQ Dashboard made it possible to focus on standard deviations that consistently caused data irregularities. Mitigation plans have been developed involving people, processes, or systems. Pre-emptive and proactive monitoring of future-dated data has made it possible to identify possible causes of data quality anomalies, and resolutions can be planned before these anomalies occur.

Definitions of master data have been formulated and approved by the HR structures; however, as this is a working document, many further changes are foreseen as the processes are amended.

Deloitte's data management audit identified no significant or major findings of data management as a result of the ongoing data quality review process.

Insights and Analytics

The development and publication of several secure power business intelligence (BI) dashboards have provided the broader HR Team with insights and analytics. These dashboards include:

- Demographics dashboard – Provides a single holistic view of measurable demographic attributes.
- Salary ranges – Provides a comparative analytical view of permanent and fixed-term contract employee salaries.
- Data quality dashboard – Provides insights and analytics regarding deviations in HR data quality.
- Performance management – Provides an analysis of the 2021 performance year.

The dashboards have added significant value to the HR team as they provide easy accessibility: they can be accessed beyond the UJ network's boundaries and provide relevant and real-time information.



Employment Relations and Wellness Unit

Employment Relations

Collective bargaining

The collective bargaining environment significantly improved. No industrial action was encountered as past challenges were dealt with. The former dual/separate bargaining structures between the University and the National Union of Metalworkers in South Africa (NUMSA) and the National Education Health and Allied Workers Union (NEHAWU) were successfully integrated into negotiating/bargaining forum. The parties concluded an agreement formalising the Bargaining and Consultative Forum formation.

Several consultative and negotiation sessions were held with the Unions, dealing primarily with issues related to the employment relationship with employees.

The parties concluded the following agreements:

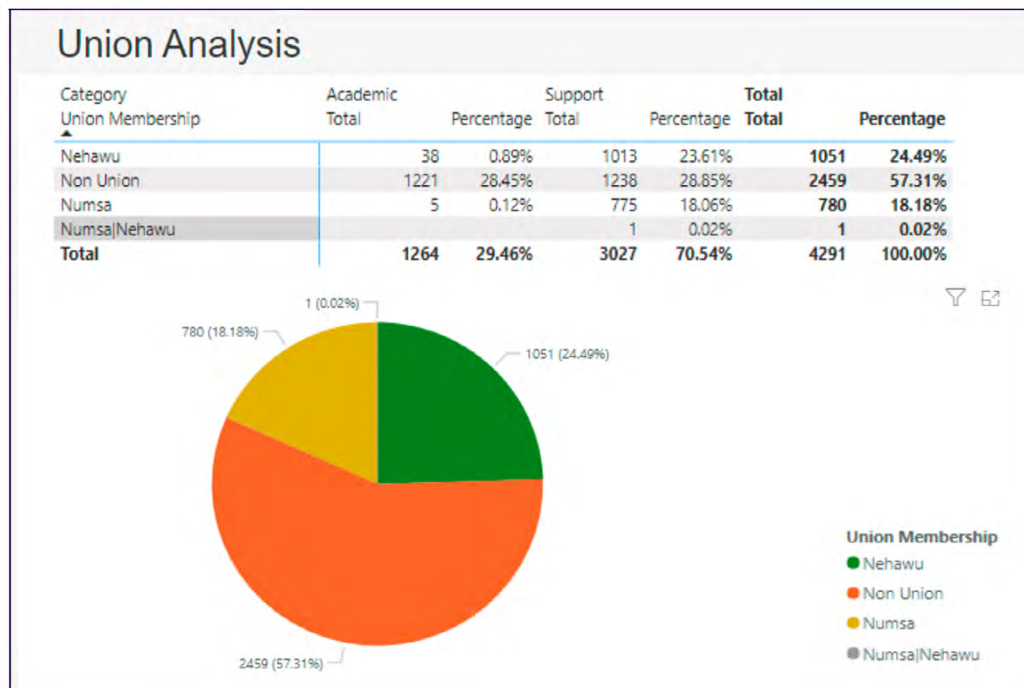
- Protection Service Agreement: The agreement regarding the new shift system has enormous direct and indirect benefits for the University and labour stakeholders. One of the major concessions made by the unions was the reduction of sick leave entitlements.
- The Cleaning Service Agreement was concluded, aligning the working hours within the environment to those in the higher education sector.
- Following the tender process and involving the unions, a new medical brokerage services provider (MUSO Health Services) was acquired to provide our employees with a wide range of services. This addition will be at no additional cost to the University.
- Postponement of the Collective Bargaining Process: following the negotiations with the unions on the postponement of the salary negotiations, it was agreed with the unions that the salary negotiations would recommence during March 2021 for further consideration. The stance recorded by management is that it remained that salary increases could only be implemented from June 2021 and that any backdating of salaries would depend on the University's financial sustainability, considering its position regarding subsidies and other means of income. Discussions are ongoing, and the union is adamant that the 65th percentile discussions be concluded, as those discussions/consultations should have been completed during June 2020, as the unions correctly pointed out.

Union membership

Figure 22 below depicts the detail of Union membership within UJ. There has been a significant change in membership of the two recognised Unions, with NUMSA membership declining and NEHAWU making some small gains.



Figure 21: Union member analysis



Employee Wellness

The Employee Wellness Programme (EWP) is an employer-driven business intervention that ensures employees are as productive and balanced as possible. Through its EWP, the UJ provides access to professional and confidential counselling services for its employees, and all those who need professional assistance are encouraged to use this programme.

With the emergence of the various waves and variants of the COVID-19 pandemic and the subsequent lockdowns, many employees continued to experience uncertainty, fear, and feelings of anxiety, which without interventions, could have harmed the wellbeing of employees and their productivity.

Client solution interventions were executed to offer support to employees and their dependents. As a point of departure and to ensure that the appropriate interventions were implemented, a survey was conducted to assess the impact of the COVID-19 pandemic on employees' wellbeing. The survey focused on mental health-related difficulties and the support available to employees. A total of 1 015 employees participated in the survey. This was adequate for the wellness team to work on the relevant outcomes of the survey. The following main issues emerged from the survey:

- 60,59% of the respondents indicated that they had lost a loved one and a colleague due to COVID-19.
- Furthermore, 63,35% of the respondents indicated that they were concerned about their financial position due to COVID-19.
- 60,89% indicated that they experienced concern relating to their job security.

2021

- A set of questions were posed to respondents relating to the impact of the COVID-19 pandemic on family relationships, working from home, work/life balance, working hours, productivity, workplace relationships and organisational support.
- 35,38% indicated that they were working from home more frequently than working in the office.
- 72,91% indicated that they would like to work structured and regulated flexi hours.
- Regarding mental health challenges, 51,63% of the respondents indicated that they had experienced stress, 49,16% had experienced anxiety, 39,11% had experienced burnout, and 28,37% had experienced depression.
- 40,20% (408) of the respondents indicated that the mental health concerns that they were experiencing impacted negatively on their physical health. 35,27% (358) of respondents further felt that mental health concerns affected their relationships, while 31,33% (318) noted an impact on their work performance and productivity.
- In total, 614 responses were received, highlighting the top 23 work-related problems. High workloads and long working hours were the chief work-related difficulties experienced by respondents, which could negatively impact work/life balance, motivation, and employee engagement.
- The majority of respondents, 56,95% (578), believe that the University is doing enough to support employees experiencing mental health-related challenges. In comparison, 23,05% (234) of respondents felt that the University of Johannesburg was not doing enough to help employees who were experiencing mental health-related challenges.
- A total of 694 respondents noted that they were aware of the Employee Wellness Programme, while 131 respondents indicated that they were unaware of the EWP.
- 60,20% of the respondents indicated that they would use the Employee Wellness Programme if there were a need to receive counselling and support.

With regard to targeted interventions, the following vital interventions were implemented:

- Weekly articles and quarterly sound bites on wellness-related topics, such as mental health, anxiety, suicide and stress, were circulated via email.
- A tender was successfully finalised, with the appointment of Life Employee Health Solution as the preferred service provider for a three-year term from May 2021 to the end of April 2024.
- There were 14 wellness information sessions with the UJ community, including six faculty boards. The aim was to inform employees about the wellness offering provided by UJ to its employees. A total number of 983 employees attended the sessions.
- Twenty-three sessions on 'Work-Life Balance While Working Remotely' were held, with a total attendance of 675 employees.
- Twenty mental health and stress management sessions were held, with a total attendance of 820 employees.
- Wellness days were arranged with Clicks. Employees booked online and did their wellness screening at Clicks.
- Line managers were trained on absenteeism management and the role of line managers in identifying employees at risk. A total number of 67 supervisors from the cleaning environment attended.



2021

- Eighteen wellness champions were trained and upskilled in HIV/AIDS trends and COVID-19.
- Several group trauma counselling sessions relating to COVID-19 infections and grief associated with the passing away were conducted.
- Four online sessions were held to raise awareness about breast cancer, and 238 employees attended the sessions.

Employee Wellness Programme (EWP) engagement overview

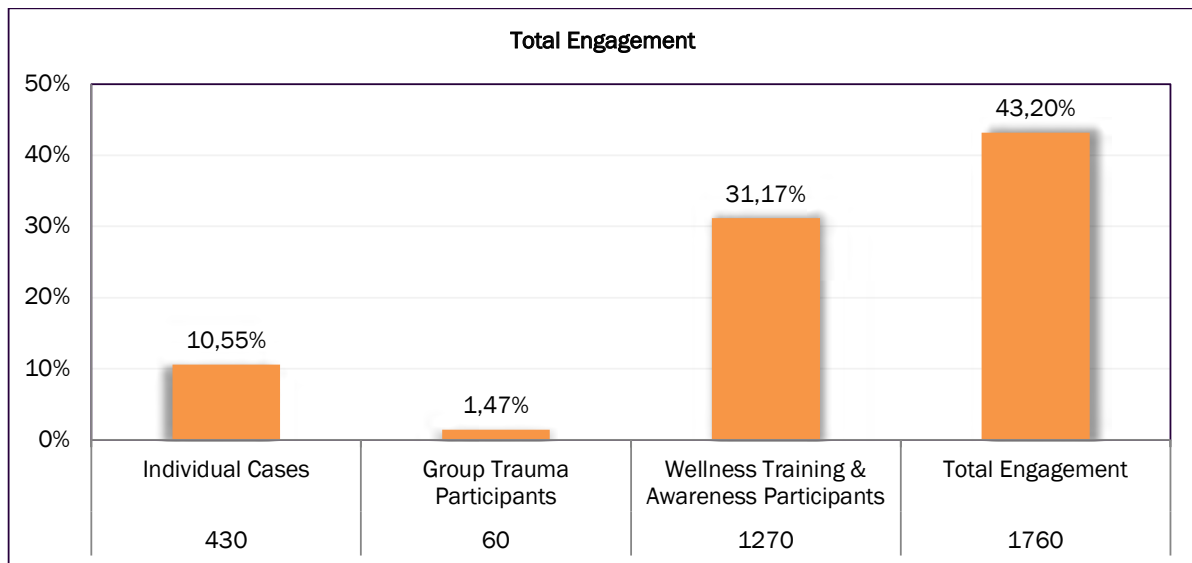
The report below focuses on the services offered by Life Health Solutions (employee wellness services provider). The programme, among other benefits, provides employees and dependents access to 24 hours of confidential psychosocial support. This section provides an overview of the cases, services, and problems accessed during the period under review and compares previous annual periods where applicable.

Engagement rate

The annualised engagement rate attained for the University of Johannesburg from January to December 2021 is 43,2%. The contributors to the engagement rate were the individual cases opened, the group trauma participants and awareness/training participants.



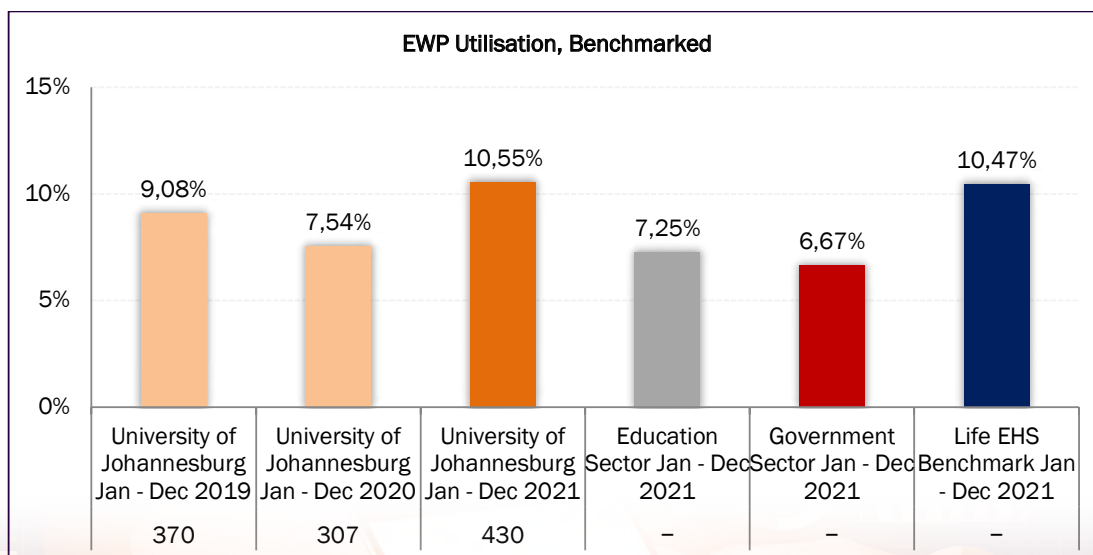
Figure 22: Total engagement



Utilisation overview

The table below presents the January to December 2021 cases managed through the EWP for the University of Johannesburg compared to the previous annual periods, the Education Sector, the Government Sector and the Life EHS benchmark. In total, 430 cases were reported from January to December 2021, yielding a utilisation rate of 10,55%. The utilisation rate is higher than the previous years in the Education, Government, and Life EHS Benchmark.

Figure 23: EWP utilisation, benchmarked

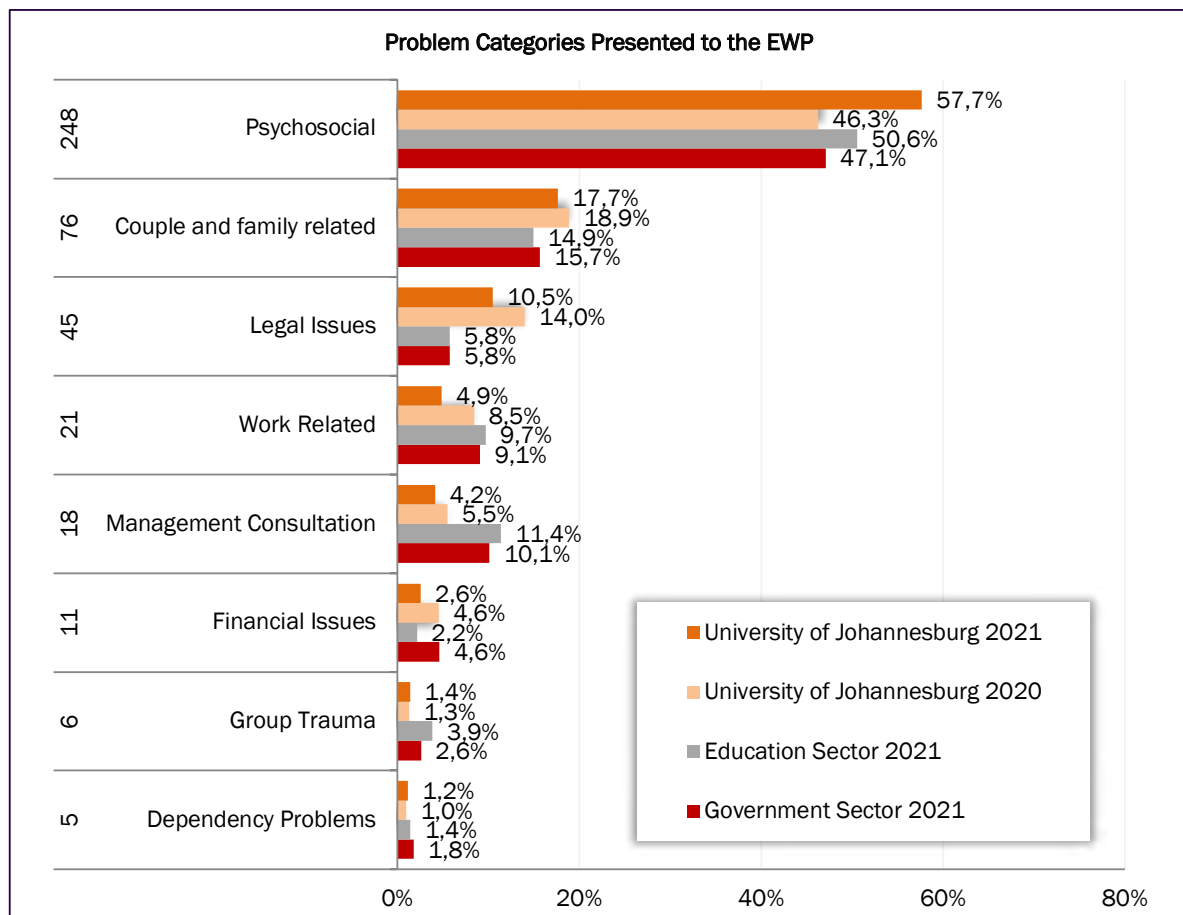


2021

Presenting problems

The following graph presents the high-level problems dealt with through the EWP during the annual period. It is evident from the problems addressed that employees trust the programme and seek assistance for personal, work-related, and practical problems. Psychosocial was the top problem category presented to the EWP and accounted for 57,67% of the annual cases.

Figure 24: Problem categories presented to the EWP

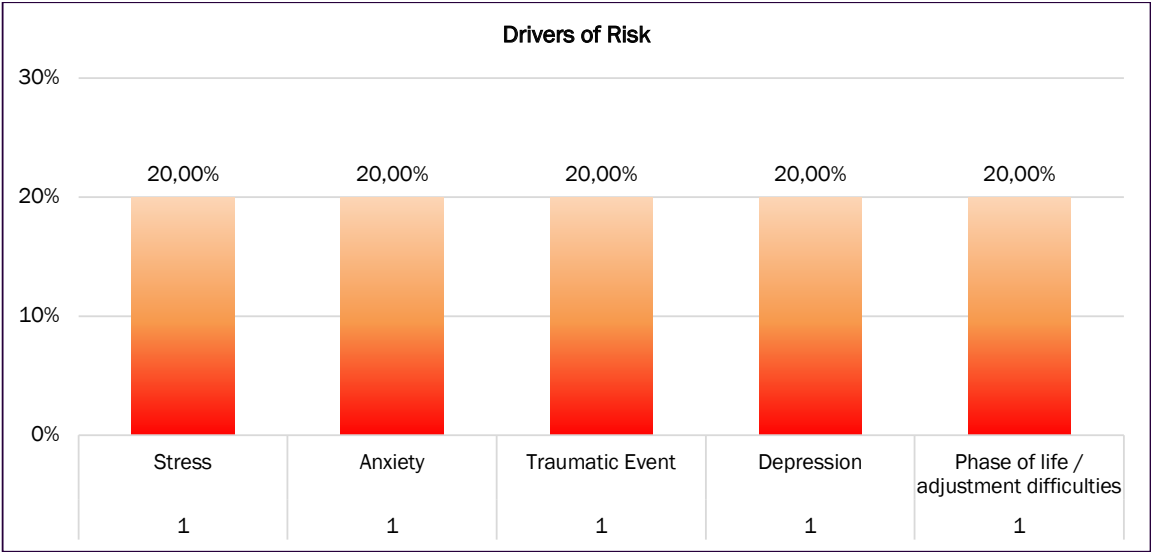


EWP risk mitigation interventions

Risk cases relate to employees who pose a risk to themselves, others or the organisation. The threat could include suicidal, homicidal, substance abuse, clinical, legal or financial risk factors. It is important to note that all risk cases are case managed and monitored for improvement and problem resolution. If these cases cannot be resolved within the EWP counselling model, they will be appropriately referred to the community and other long-term treatment resources.

Five new risk cases were managed during the annual period. The graph below depicts the drivers of the risk.

Figure 25: Drivers of risk



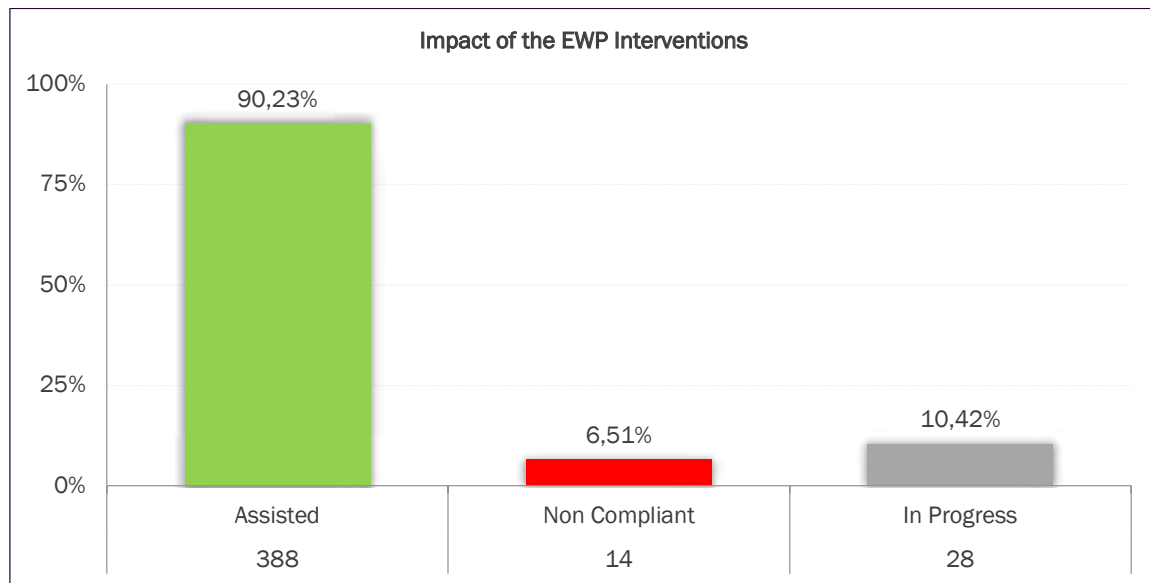
The risk was addressed through the integrated EWP, which included telephonic follow-up calls and face-to-face counselling sessions.

Impact of the EWP interventions

The following graph presents the outcome of the Life EHS interventions during the most recent annual period. It is encouraging that 90,23% of individuals who accessed the service during the annual period were assisted. Fourteen individuals were non-compliant and failed to attend scheduled counselling sessions, while 28 cases are still in progress.



Figure 26: Impact of the EWP interventions



- **Assisted:** Individuals were assisted and were able to address the issues they were experiencing and felt better equipped to deal with them.
- **Non-compliant:** Individuals failed to engage in the therapeutic process – did not attend scheduled sessions, were not contactable, declined further sessions and indicated they were not ready to engage.
- **In progress:** Cases where individuals are still engaged in the therapeutic process.

Campus analysis

The table below provides an overview of the number of cases for each Campus during the past annual period compared to the previous year. The highest number of cases during the January to December 2021 annual period was reported from Kingsway Campus (247).

Table 11: Overview of cases per campus

Division	Jan - Dec 2020	Jan - Dec 2021	2021 Top Problem Type/s
	No. of Cases	No. of Cases	
Kingsway	171	247	Bereavement
Doornfontein	65	89	Stress
Bunting Road	36	51	Stress
Soweto	35	43	Stress
University of Johannesburg	307	430	Stress

2021

Problem categories

The following table provides an overview of the problem categories presented for each Campus. Red highlighted cells indicate problem categories with a higher representation in the divisional problem profile than the University of Johannesburg's overall profile.

Table 12: Problem categories per campus

No. of Cases	247	89	51	43	430
Problem Category	Kingsway	Doomfontein	Bunting Road	Soweto	University of Johannesburg
Psychosocial	59,92%	50,56%	54,90%	62,79%	57,67%
Couple and family related	15,38%	25,84%	19,61%	11,63%	17,67%
Legal Issues	9,72%	10,11%	9,80%	16,28%	10,47%
Work related	5,26%	5,62%	5,88%	0,00%	4,88%
Management consultation	4,45%	2,25%	3,92%	6,98%	4,19%
Financial issues	1,62%	3,37%	5,88%	2,33%	2,56%
Group Trauma	2,43%	0,00%	0,00%	0,00%	1,40%
Dependency Problems	1,21%	2,25%	0,00%	0,00%	1,16%

Faculty/division analysis

The table below provides an overview of the number of cases for each faculty/division during the past year. As reported during the year, the top problem type for each business unit is also reflected in the table. The highest number of cases was reported by DVC Academic (188), and the key problem type was stress.



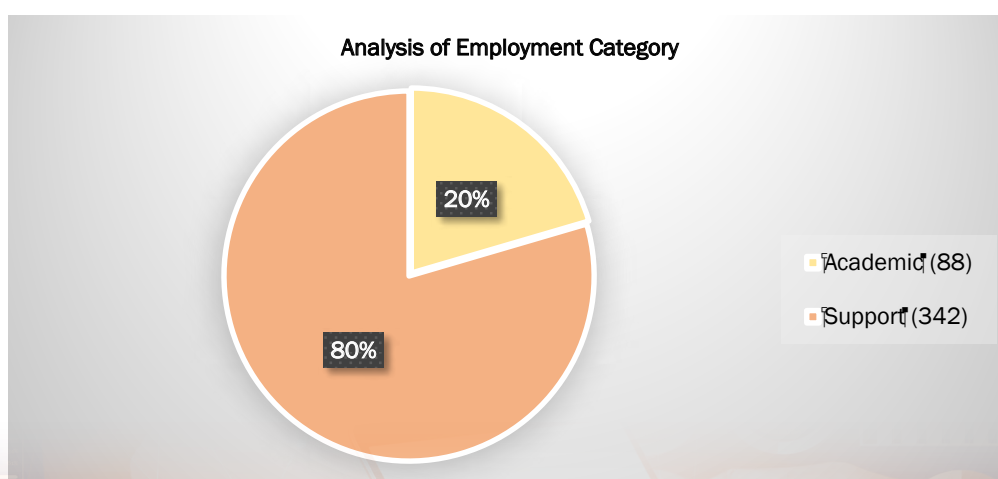
Table 13: Number of cases for each faculty/division

Division	Jan - Dec 2021		Top Problem Type/s
	No. of Cases	% of Cases	
DVC Academic	188	43,72%	Stress
Chief Operating Officer	160	37,21%	Stress
Chief Financial Officer	30	6,98%	Stress
DVC Research & Internationalisation	25	5,81%	Bereavement
Senior Executive Director: University Relations	16	3,72%	Stress & Bereavement
Registrar	11	2,56%	Stress
General Counsel	0	0,00%	N/a
UJ Total	430	100,00%	Stress

Employment category analysis

The graph below provides an overview of the number of cases for each employment category during the last annual period. The highest number of cases was reported from the Support Staff (342), and the key problem type was stress. Stress was also the top problem type for academics.

Figure 27: Analysis of employment category



Problem category by department

The following table provides an overview of the problem categories presented for each department. Red highlighted cells indicate problem categories that had a higher representation in the department problem profile compared to the University of Johannesburg overall profile.

Table 15: Problem categories for each department

No. of Cases	Department	Psychosocial	Couple and family related	Legal Issues	Work Related	Management Referral	Financial Issues	Group Trauma	Dependency Problems
61	Operations	52,46%	19,67%	8,20%	6,56%	6,56%	4,92%	0,00%	1,64%
36	Academic Development & Support	63,89%	5,56%	25,00%	2,78%	2,78%	0,00%	0,00%	0,00%
29	Human Resources	48,28%	6,90%	10,34%	0,00%	17,24%	0,00%	17,24%	0,00%
28	Protection Services	42,86%	17,86%	0,00%	10,71%	17,86%	7,14%	0,00%	3,57%
27	College of Business & Economics	59,26%	22,22%	11,11%	0,00%	3,70%	3,70%	0,00%	0,00%
25	Humanities	60,00%	16,00%	16,00%	4,00%	0,00%	0,00%	0,00%	4,00%
23	Campuses	65,22%	13,04%	8,70%	4,35%	4,35%	4,35%	0,00%	0,00%
20	Science	65,00%	25,00%	5,00%	0,00%	0,00%	5,00%	0,00%	0,00%
19	Engineering & the Built Environment	31,58%	36,84%	21,05%	0,00%	0,00%	5,26%	0,00%	5,26%
19	Information & Communication Systems	63,16%	21,05%	10,53%	0,00%	5,26%	0,00%	0,00%	0,00%
19	Health Sciences	52,63%	36,84%	10,53%	0,00%	0,00%	0,00%	0,00%	0,00%
17	Finance Expenditure	76,47%	11,76%	5,88%	5,88%	0,00%	0,00%	0,00%	0,00%
16	Library & Information Centre	62,50%	31,25%	6,25%	0,00%	0,00%	0,00%	0,00%	0,00%
14	Education	64,29%	7,14%	21,43%	7,14%	0,00%	0,00%	0,00%	0,00%
14	Student Affairs	71,43%	21,43%	0,00%	7,14%	0,00%	0,00%	0,00%	0,00%
13	Finance Financial Governance & Revenue	53,85%	7,69%	15,38%	15,38%	0,00%	0,00%	0,00%	7,69%
11	Law	45,45%	18,18%	9,09%	18,18%	0,00%	9,09%	0,00%	0,00%
9	Art, Design & Architecture	55,56%	11,11%	0,00%	33,33%	0,00%	0,00%	0,00%	0,00%
7	Academic Planning, Quality Promotion & Professional Academic Staff Development	71,43%	0,00%	0,00%	0,00%	0,00%	14,29%	14,29%	0,00%
6	Registrar -Academic Administration	66,67%	33,33%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%
5	Internationalisation	60,00%	40,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%
3	Registrar -Health & Wellness	33,33%	0,00%	66,67%	0,00%	0,00%	0,00%	0,00%	0,00%
2	Research & Innovation	100,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%
1	DVC Research & Internationalisation	100,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%
1	Registrar -Primary Healthcare Service	100,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%

2021

No. of Cases	Department	Psychosocial	Couple and family related	Legal Issues	Work Related	Management Referral	Financial Issues	Group Trauma	Dependency Problems
1	University Relations	100,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%
1	UJ Postgraduate School	100,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%
1	Strategic Initiatives & Administration	100,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%
1	Institutional Planning Evaluation & Monitoring	0,00%	0,00%	0,00%	100,00%	0,00%	0,00%	0,00%	0,00%
1	Registrar -Occupational Health Practice	100,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%
430	UJ Total	57,67%	17,67%	10,47%	4,88%	4,19%	2,56%	1,40%	1,16%

Top presenting problem analysis

The following table depicts the top presenting problem category during the annual period. **Psychosocial** was the top presenting problem with 248 cases.

Table 16: Top presenting problems

Problem Category	Problem Type	No. of Cases	% of Cases
Psychosocial	Stress	82	19,07%
	Bereavement	65	15,12%
	Anxiety	26	6,05%
	Phase of life /adjustment difficulties	22	5,12%
	Depression	19	4,42%
	Traumatic Event	18	4,19%
	Traumatic Bereavement	4	0,93%
	Sexual abuse	3	0,70%
	Chronic Illness	2	0,47%
	Life Skills	2	0,47%
	Health related	1	0,23%
	Hijacking	1	0,23%
	Burnout	1	0,23%
	Spiritual /Religious concerns	1	0,23%
	COVID-19	1	0,23%
Psychosocial Total		248	57,67%

Problem category by faculty/division

This table provides an overview of the problem categories presented for each faculty/division. Red highlighted cells indicate problem categories with higher representation in the division profile compared to the University of Johannesburg overall profile.



Table 17: Problem category by faculty/division

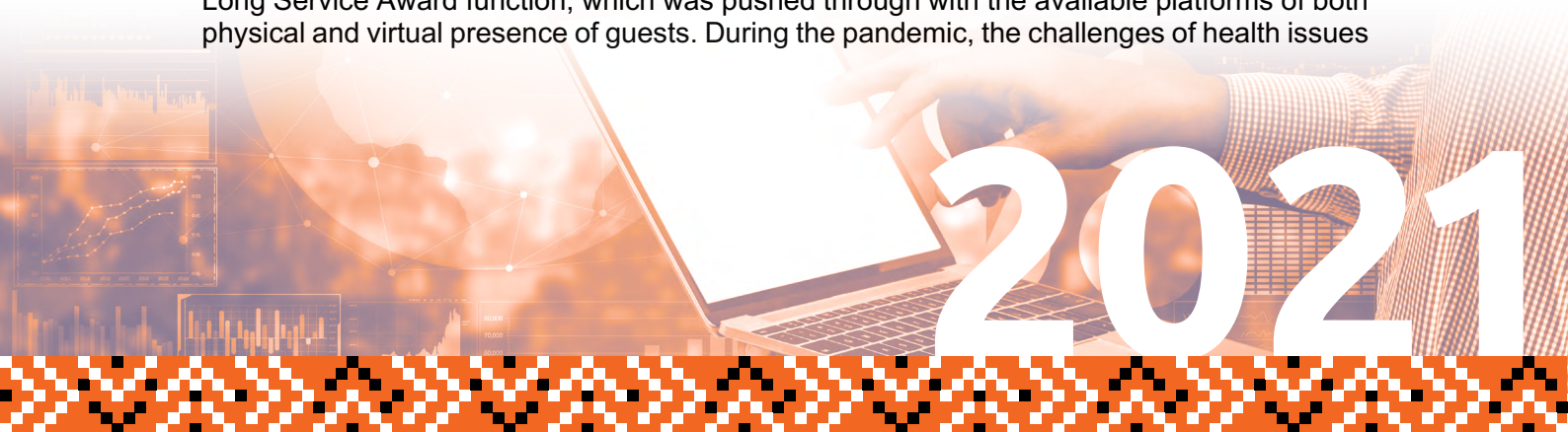
Problem Category	188	160	30	25	16	11	430
	DVC Academic	Chief Operating Officer	Chief Financial Officer	DVC Research & Internationalisation	Senior Executive Director: University Relations	Registrar	UJ Total
Psychosocial	56,91%	53,13%	66,67%	68,00%	75,00%	63,64%	57,67%
Couple and family related	18,62%	16,25%	10,00%	28,00%	18,75%	18,18%	17,67%
Legal Issues	14,36%	7,50%	10,00%	4,00%	0,00%	18,18%	10,47%
Work Related	4,79%	5,00%	10,00%	0,00%	6,25%	0,00%	4,88%
Management Referral	1,06%	10,00%	0,00%	0,00%	0,00%	0,00%	4,19%
Financial Issues	2,66%	3,75%	0,00%	0,00%	0,00%	0,00%	2,56%
Group Trauma	0,53%	3,13%	0,00%	0,00%	0,00%	0,00%	1,40%
Dependency Problems	1,06%	1,25%	3,33%	0,00%	0,00%	0,00%	1,16%

Human Resources Services: Remuneration and Benefits Unit

The Unit provides strategic direction to the University of Johannesburg regarding the remuneration and benefits function. It harnesses all remuneration processes to assist the HR Division in ensuring a competitive employee value proposition (EVP), which positions the University of Johannesburg as an attractive employer of choice.

The operational year 2021 came with its opportunities and challenges while still amid the COVID-19 pandemic. The regular annual calendar continued to be disrupted, but the hybrid work arrangements still allowed most engagements and activities to be handled remotely and online. Overall, in the final analysis, the impact of 2021 activities, specifically those affecting the remuneration budget, significantly increased these costs. However, the raised costs elements were not permanent costs, such as temporary staff remuneration and incentive bonuses, and therefore can be managed accordingly with financial sustainability in mind. The cost elements that have increased in the previous financial year, such as academic promotions and excellence awards, were well spent, adding to the employee value proposition.

Several remuneration activities continued to be disrupted by the uncertainties of the COVID-19 pandemic, and significant among these was the implementation of annual increases that were retrospectively implemented. Other disrupted calendar activities were the hosting of Long Service Award function, which was pushed through with the available platforms of both physical and virtual presence of guests. During the pandemic, the challenges of health issues



brought further challenges to UJ employees dealing with a new medical broker (MOSO), which needed an induction. This task proved mammoth since the working arrangements were still remote; however, the critical functions of medical accounts, claims, billing and reconciliations, which form crucial deliverables of the broker's SLA, were monitored regularly with fortnightly meetings so that no membership suspensions resulted. Ultimately, the induction process proceeded smoothly. At the end of the year, the change of service provider did not negatively impact the quality of service to our staff members. Other notable successes were recorded in 2021 besides the ones mentioned above, as listed below.

At the beginning of 2021, the Unit successfully trained and integrated new employees into the environment to stabilise the Unit and resourcefully execute its deliverables. In an endeavour to streamline its processes, the Unit also managed to analyse and identify trends regarding the University's disability cases. This was achieved with the cooperation and collaboration of the Employment Relations Unit and Business Partnering Unit, where a centralised and coordinated forum was created to take control of this process. This approach also proved beneficial as there was the training of new Business Partners to orientate them with the process of disability admission, of which they are the gatekeepers. There was also a concerted effort between the Unit and pension fund office to roll out beneficiary forms for funeral cover to comply with changed legislation regarding the nomination of beneficiaries.

The Unit also continued implementing its mandate in the conversion of Total Guaranteed Packages (TGP) to Total Cost to Institution (TCTI) as required by the remuneration philosophy of the University. In 2021, a total of 62 conversions were done following the academic promotions that were processed. Furthermore, the pandemic brought some challenges as it resulted in the spike in death claims experienced. Despite this increase in death claims due to COVID-19 related deaths, the Unit still managed to fast-track claims for employees and dependents. As per the tables below, this increased by over 300% in 2021 compared to the previous year. The tables show the increase in death and disability claims for staff members and their dependents for both pension and provident funds.

Table 18: Pension fund funeral and death claims over the past two years

	2020	2021
Staff	7	19
Dependent	2	19
Total	9	38

Table 19: Disability applications approved over the past two years

	2020	2021
Staff	1	6
Total	1	1



Table 20: Provident fund funeral and death claims over the past two years

	2020	2021
Staff	9	20
Dependent	5	20
Total	14	40

Table 21: Disability applications approved over the past two years

	2020	2021
Staff	2	4
Total	2	4

RISK MANAGEMENT

The risk environment relating to HR operations remained high throughout 2021, and the Human Resources Risk Register was updated and revised continuously in terms of that awareness. Furthermore, owing to an improved risk assessment approach and better focus, the University merged the Operational Risk Register (ORR) and Fraud Risk Register (FRR) into one register because of the combined assurance process.

In alignment with the Institutional Risk Register, the risks listed below continue to form the basis of the operational risk register, and these are updated with action plans that are put in place to mitigate the residual as well as inherent risk ratings after determining the effectiveness of controls:

- National State of Disaster, namely global pandemic.
- Inadequate attraction, retention, and succession planning.
- Inadequate enhancement of the UJ B-BBEE Scorecard (Skills development).
- Inability to meet employment equity targets in the academic environment.
- Less than optimal usage of the Online Temporary Appointment and Claims System (OTACS) and process enhancement.
- Psychological related issues that may lead to mental abnormalities impacting employee wellbeing.
- Absence of consolidated staff skills and capacity model to meet UJ requirements.
- Ineffective management of absenteeism in UJ.
- Lack of data integrity.
- Conflict of interest – appointment of family members.



SIGNIFICANT ACCOMPLISHMENTS IN 2021

In general, the Division achieved key milestones in 2021 despite the changes in work. Accomplishments included the following:

- Further enhancement and refinement of the development of the Online Performance Management System – improvement in the contracting and evaluation rate.
- Key executive positions are filled, and recruitment of highly cited researchers.
- Online HR platform developed to facilitate staff engagement and online training interventions for employees to voice concerns, make suggestions, etc. In difficult times, the Human Resources Division introduced the required change initiatives.
- Increased the academic and research workforce from 1 128 as of 31 December 2016 to 1 264 at the end of 2021 (figures are actuals and not for HEMIS purposes).
- The overall achievement of several APP targets, but further improvement is needed.
- After a successful tender, the change in medical aid brokers, as agreed in the substantive negotiations.
- Key agreements with our union stakeholders benefited both employees and the University.
- Massive reduction in identified remuneration costs due to COVID-19 enforced working arrangements.

CONCLUSION AND WAY FORWARD

The Human Resources Division has never explored the benefits and value of telecommuting but lockdown has forced every company in every industry to review traditional practices. This is relevant, and critical consideration of change is never to lose sight that we are a contact institution. We will approach this process with caution as we also experienced a high level of mental issues towards the end of lockdown, and it is essential to balance diverse needs.

HR Processes and Technology found room to improve when interrogated, challenged, and re-designed to meet operational business requirements. There is potential for further automation and streamlining.

The way forward is to increase our use of new technologies, with digital transformation impacting the future workforce and workplace. UJ would benefit from exploring this future way of work, which has been beneficial to both staff members and the institution during the lockdown.

