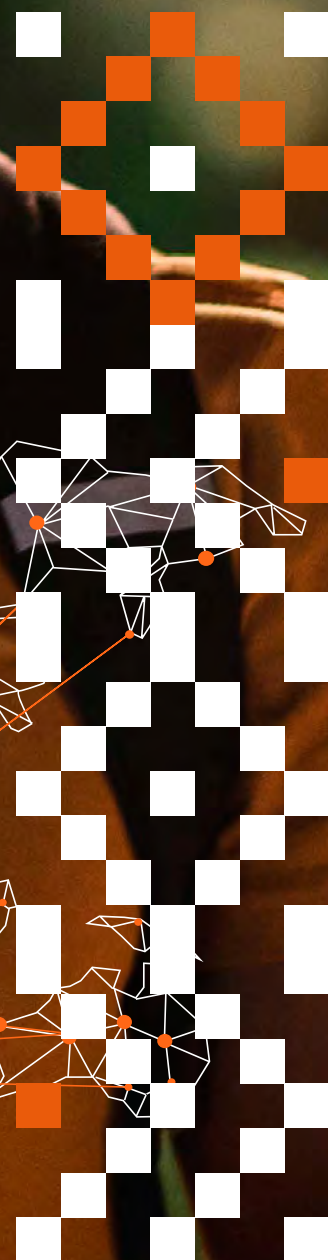




UNIVERSITY
OF
JOHANNESBURG



Registrar's Portfolio

ANNUAL REPORT 2022

The Future
Reimagined



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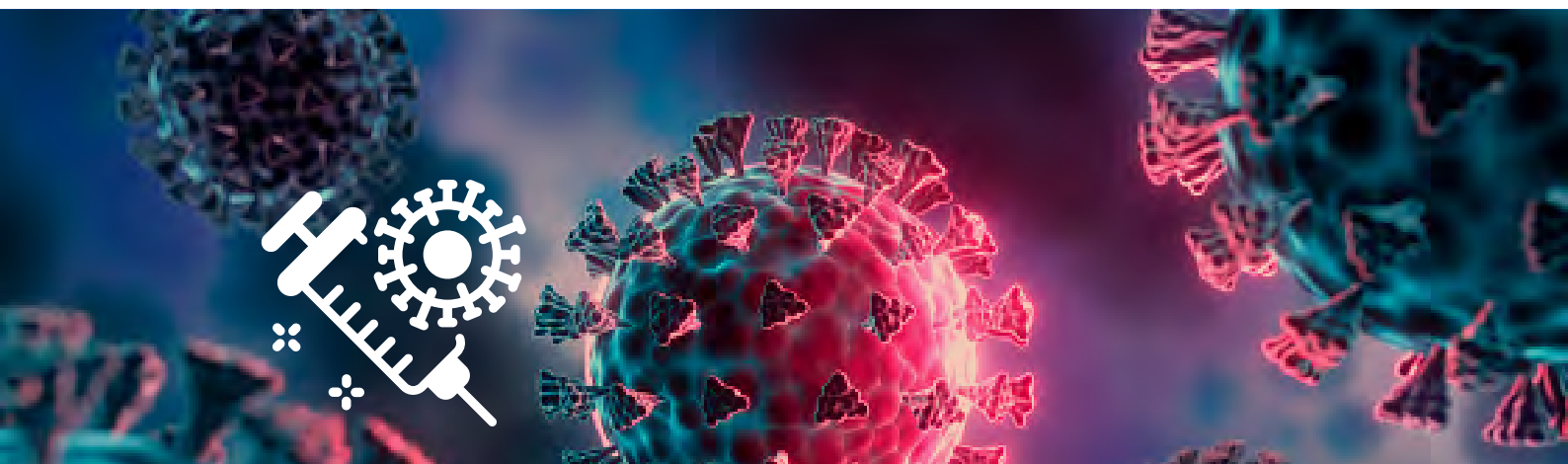
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REGISTRAR'S PORTFOLIO

Executive Summary

During 2022 the Registrar's portfolio consisted of the following divisions and units: Central Academic Administration (CAA), Corporate Governance, the Occupational Health Practice (OHP), the Centre for Student Health and Wellness (new), and the University Secretariat. The Centre for Student Health and Wellness (CSHW) resulted from a merger of the former Primary Health Care (PHC) and the Institutional Office for HIV and AIDS (IOHA), with the goal of optimising efficiencies and the use of resources in the key area of student wellness. 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 and CSHW) as a precondition to their academic and personal fulfilment as members of the UJ community, and on the other by ensuring aspects of the quality underpinning an excellent academic experience – ranging 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 divisions and units under the Registrar's stewardship also impact, in most cases somewhat indirectly, on the other strategic goals of the University. Together, these divisions and units are widely recognised for their timeous and smooth rollout of activities as per the year schedule, by which they regularly achieve their set targets.

Towards the end of 2021 the UJ Council approved a policy declaring UJ a Mandatory Vaccination Site; and in the first half of 2022, much attention was paid to the proper implementation of this policy, from both an academic administration and a wellness perspective. At the same time, with the waning of the pandemic, attention was turning increasingly to post-pandemic approaches and activities. From the start of the second semester, once mandatory masking and reporting requirements had been withdrawn at a national level, the portfolio divisions were once again able to focus primarily on their key objectives and on continued progress with regard to the institution's strategic objectives.



IMPLEMENTATION OF THE MANDATORY VACCINATION SITE POLICY

The Council of UJ resolved in November of the previous year that from 2022, all UJ campuses and facilities would be mandatory vaccination sites. Staff and students would be required to provide UJ with their vaccination status (e.g. first vaccination completed or fully vaccinated) before access permission would be granted to any UJ campus or facility.

Policy implementation and the management of COVID on campus continued to be overseen by the COVID Coordination Committee and its Executive Committee, which again met on a monthly basis. Follow up on positive cases with symptoms throughout the year was done by the OHP. For 2022, 106 positive cases were reported, of whom 76 were staff members and 30 students.

Implementation of the Policy with regard to students was managed by the CAA. Depending on their academic programme and the mode of delivery of the programme, students were allowed a period after registration to become fully vaccinated. During this period the student was regarded as conditionally registered. Students had until 30 March 2022 to comply with the mandatory registration requirement, i.e. to become fully vaccinated or risk having their studies and accommodation cancelled.

Prospective students were informed at the stage of final selection as to the applicable requirements regarding vaccinations and their right to access the campuses and facilities. The registration agreement, which is signed as part of the online registration process, included a clause highlighting UJ's policy on mandatory vaccination in order to gain access to UJ campuses/facilities.

Once registered, students were requested to submit their vaccination certificate (i.e. indicating first vaccination completed or fully vaccinated) electronically for verification purposes. Only then were student cards activated, either fully or conditionally. Accommodation at campus residences was allowed.

Under exceptional circumstances, students (and staff) who did not plan to be vaccinated could submit an appeal for exemption, on medical or religious grounds. Such students (and staff) were required, among other things, to present each Monday a weekly negative COVID-19 RT-PCR test at the point of entry before being allowed access to any UJ campus or facility.

The Policy was well received and supported by most staff and students; by the time University Management relaxed the Implementation Protocols of the UJ Vaccination Policy on 24 June 2022, 97.77% of the UJ Community was vaccinated. At the same time, from 2020 to 2022, UJ recorded 943 positive cases, of

whom 675 were employees and 268 were students. During the pandemic, 18 employees and one student succumbed to COVID-19.

Following is the 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, Perceptive Content (document management and storage system) and Blackboard (learning management system). Enhancements undertaken are reported on below.

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. A database of unsuccessful yet qualifying applicants was developed to use as a ‘selection list’ in case enrolment targets were not met.

The total number of headcount applicants has grown substantially over five years, from 191 342 in 2017 to 384 784 in 2022. Management also decided to extend, on a permanent basis, the closing dates for applications to both the undergraduate and postgraduate programmes to 31 October annually.

For the first time, since receiving final grade 12 results electronically each year from the Department of Basic Education, CAA was now also able to download the “Re-Mark” matric results for the February 2022 and June 2022 groups of students. This enables the University to automatically complete selections for thousands of applicants who previously had to submit hardcopies of their results. Hitherto this process had to be completed manually on a one-on-one basis, based on the outcomes of the remarking process.

CAA also developed the system functionality to automatically recalculate an endorsement where an applicant had multiple matric sittings. For example, if applicants were not admitted into a programme and decided to “upgrade” their results, they would have grade 12 results for two years; the Department of Basic Education would have to recalculate the final endorsement. CAA’s new system functionality recalculates the new endorsement based on the Department of Basic Education policy framework. Applicants no longer have to run the risk of being unable to register in January due to the delay in the calculation of the endorsement.

To assist departments with the selection process of postgraduate and international undergraduate applicants, CAA enhanced the automated selection process for honours, tutored master’s degrees, and undergraduate international applicants. Another thirty postgraduate programmes were added to the automated selection process, which means the departments only have to set the admission criteria and thresholds for the system to assess applicants automatically. Applicants for the set programmes are now instantly assessed upon application and receive their outcome or admission letters to their application the same day.

Some significant improvements have also been made to the Mobi Late Enquiry system. The new system enhancements include the automatic exclusion of applicants with previous studies, the collection of email addresses for automated communication regarding the outcome of the submitted enquiry as well as a Call Centre dashboard to assist the Call Centre with enquiries.

On the morning of 21 January (for the available 10 791 first-year undergraduate places), every provisionally or conditionally accepted applicant received an SMS and email to confirm their final admission status. More than 350 000 admission letters (first and second choices) were released. Anybody who wanted to enquire whether UJ still had a space available in a particular programme or wanted to change to a different programme had to use the Late Enquiry System. This system was made available from 21 January for six days. In total, 282 845 people utilised the Late Enquiry System, with 36 775 being able to log a formal enquiry via the online system. This is in comparison to 126 000 users in the previous year, of whom 15 700 were able to log an enquiry. In 2020, 91 000 people accessed the system, with 17 600 being able to log an enquiry.

The UJ chatbot (MoUJi) was again integral in successfully managing the increased application and registration enquiry demand. The chatbot successfully assisted with 78 500 enquiries ranging from enquiries related to NSFAS, applications, late enquiries, residences and registrations, compared to 51 600 enquiries of the previous year. The call centre (with 70 additional temporary agents) assisted with more than 72 000 calls (compared to 98 000 last year and 103 000 in 2020). This reduction in call centre activity could be related to the effectiveness of the chatbot and online communication platforms.

Registrations

A medium-risk classification was again assigned to provide heightened visibility and responsiveness by Public Order Policing. Strict access control measures to all campuses were in place during the period following the release of the Grade 12 results in January 2022. Simultaneously, adequate support was ensured for entrants who wished to submit late applications, register online and off-site, to have queries attended to.

Comprehensive risk mitigation strategies were established for registration, focusing on online services. CAA has made excellent progress implementing online registrations and is considered a national leader for integrated online applications, enrolment planning, late enquiries and registration systems.

The later-than-usual release of the grade 12 results created a challenge because senior students could register one week before the first-year students. To reserve the spaces for first-year students in programmes, the registration system was enhanced to facilitate quotas for the different student categories. The registration quota system was enhanced even further to cater for the different student categories (e.g. first, time entering, transfer, new, continuing) on a local and international student level. This system has proven extremely beneficial in managing registrations which correlate 100% with our enrolment planning.

Registrations opened for senior (or continuing) and postgraduate students between 17 January and 11 February and first-year students between 21 January and 11 February. Academic activities commenced on 14 February for both first-year and senior students. The registration system was enhanced to automatically clear the block placed on under-age applicants at the point of application and registration. Previously, clearing these blocks was a mammoth manual task across different divisions.

The security vetting marquees came into operation on 21 January, under strict COVID-19 protocols, to direct legitimate enquiries onto campus for assistance. This is required when queries cannot be resolved online or via the call centre, online chat facility or chatbot (e.g., international clearances, residence registrations and first-year students collecting student cards).

Teaching and learning returned to campus

Due to the University's decision to make UJ campuses mandatory COVID-19 vaccination sites, it was possible to return to primarily on-campus teaching and learning activities from the start of 2022. During the first semester of 2022 the challenge for lecturers was how to accommodate most lectures within the constraints

of only using 50% of venue capacity, as it was not possible to assign larger venues to groups or double the assigned contact time per group.

Academics rose to this challenge via various methods, e.g. splitting class groups and repeating lectures, supplemented with some added online teaching and learning activities. To the relief of all involved, with the last COVID-19 restrictions lifted in June 2022, from the start of the second semester activities could return to normal.

Timetables

The CELCAT scheduling system, which has been utilised for optimising all campuses' lecturing timetables on a rotational basis over several years, was again utilised to re-optimize the SWC lecturing timetable. This comprehensive project was concluded successfully as per the pre-determined due dates. The DFC campus lecturing timetable will be re-optimised in 2023.

Assessment

Most academic modules opted to return to the campuses for summative assessments during 2022. Over the past few years, the Management of Assessment Marks System (MAMS) and Submission of Assessment Papers Secured System (SAPSS) have increased the governance of assessments, marks and assessment-related logistics while reducing the risk of storing assessment papers for the University. In 2022, with the return of more on-campus assessments, two further significant developments were implemented on the MAMS system. The first was the automated randomisation of the three submitted assessment papers. After an academic has uploaded the three (main, supplementary, and special) assessment papers for an undergraduate programme, the system now randomly assigns which paper will be written in which order. The second development was the similarity index report, which informs the Department (and Assessment Department) of similarities between the three papers submitted. In essence, the system is now intelligent enough to randomly decide which paper will be written in which order and identify, should an academic, for example, mistakenly upload the same assessment papers for more than one assessment opportunity.

The Assessment Department has also implemented a central control room with several screens linked to the security cameras in the assessment venues. Through a small central pool of invigilators, the Department now also monitors students writing assessments in the venues for transgressions. This initiative has proven to be successful, with several students being caught transgressing assessment rules.

Graduations and blockchain-based certificates

With the ease of restrictions on public gatherings, which had been implemented due to the COVID-19 pandemic, the University hosted in-person graduation ceremonies during 2022 for the year's graduates, and also stage-crossing ceremonies in the same format as graduations for the graduates who had graduated virtually in 2020 and 2021 due to the pandemic.

Graduation ceremonies were moved to the Soweto campus Imbizo Arena with the capacity to host an increased number of graduates and guests during ceremonies. In total, 45 graduation ceremonies were hosted for the combined Autumn and Winter 2022 ceremonies for 12 235 students. The Stage Crossing Ceremonies for 2020 and 2021 graduates occurred over six weeks. Forty-two ceremonies were held between July and August for 15 719 graduates. The Summer 2022 series of graduations returned to the Kingsway campus Auditorium and took place over two weeks. A total of six graduation ceremonies were held in October, where 1 041 students graduated.

CAA implemented enhanced security features in the form of blockchain-based certificates with QR codes for all graduates in 2022. This enables the code to be scanned with a smartphone to verify whether the certificate has been legitimately issued by UJ and whether all the information displayed on the certificate is correct. UJ was the first South African tertiary institution to use blockchain technology to add additional security measures to its certificates as protection against alteration or falsification.

Alumni

The UJ alumni magazine, Impumelelo, plays a vital role in UJ Alumni relations. In 2022, Impumelelo won the annual MACE Award in the category of Alumni Campaigns. The MACE (Marketing, Advancement and Communication in Education) Excellence Awards function takes place annually and recognises and celebrates excellence and the achievements of specialists and practitioners in marketing, advancement and communication in the higher-education sector.

The number of alumni registered on the Alumni Connect platform has exceeded 10 500. The Alumni Connect system is an online platform to facilitate alumni engagement and mentoring opportunities for recent graduates by fellow alumni. The system also enables Affinity Groups and Chapters to reconnect with classmates (locally and abroad), receive news and event updates, and receive ongoing educational opportunities and employment offerings. The platform is fully integrated with social and professional networks. It enables graduates to expand their networks and grow a culture of giving back to their alma mater through mentoring assistance.

Social media channels and virtual experiences were used extensively by the Alumni Office to bring the alumni community together post the global pandemic. Many in-person events were successfully offered as hybrid webinars or interactive virtual events. The Alumni Office continued collaborating with internal and external stakeholders to host events. The objective was to launch as many Affinity Groups and Chapters as possible and to create awareness of the different platforms, opportunities, and benefits of being actively involved with UJ. This also provided a networking platform for alumni within their respective industries. In 2022, the Alumni Office launched more than ten Chapters or Affinity Groups. Amongst them were the first Chapter in Africa (Zimbabwean Alumni Chapter). The Alumni Office also held a celebratory event for all UJ alumni who made the prestigious Mail and Guardian Top 200 Young South Africans list. The Chair of Council, Mr Mike Teke, delivered the keynote address outlining the importance of education and overcoming business challenges.

THE UNIVERSITY SECRETARIAT

The University Secretariat has continued to function exceptionally well, as was the case in previous years. Their main achievements in 2022 were as follows:

- Distributing high-quality agendas and minutes on time to members (staff work overtime as and when required to ensure on-time distribution).
- Changing the distribution of meeting packs for MEC and committees and for Senate and committees from Dropbox to OneDrive (Council meeting packs are still distributed via Dropbox).
- Servicing, over and above the standard scheduled meetings, special meetings of the MEC (22), MECA (9), and the COVID-19 Coordinating Committee (12).
- Reviewing the statutory committee charters/schedules of business, the Rules for Effective Meetings, and the procedure relating to recordings of statutory committee meetings serviced by the University Secretariat.
- Providing in-service training to two new Committee Administrators to ensure the successful assumption of responsibility for identified statutory committees.
- Providing informal skills development sessions to UJ staff on agenda compilation and minute writing.
- Implementing the applicable recommendations from the Findings of the King IV Review by the Institute of Directors of South Africa (IoDSA) as follows:
 - Updating the schedules of business for the applicable Council committees to include the King IV actions, where appropriate.
 - Finalising a Council Induction Programme, approved by the Council for implementation in 2023.
 - Benchmarking on performance review instruments/ questionnaires, resulting in a slightly amended performance review instrument being approved by the Council.

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 2022:

- Overseeing the amendments to the Academic Regulations and alignment with new and amended policies.
- Monitoring review dates of UJ governance documents and implementing an awareness drive for renewal dates for policy documents. 60 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. During the latter part of 2022, Corporate Governance created and implemented a policy checklist to accompany policy documents submitted for publication.
- Coordination of the B-BBEE status preparation around the identified B-BBEE pillars.
- Execution of online nominations and elections for the positions of the Vice Chancellor, Deputy Vice Chancellor, Chairperson of Council, an Executive Dean, and honorary doctorates, 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 continued to result 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. An Electronic Document and Records Management System (EDRMS) is utilised to manage electronic records. Service providers facilitate the off-site storage and archiving of physical paper records. The upgrade of the Perceptive Content Production environment was completed in March 2022 without any lapse in service delivery or downtime of the system. A total of 239 520 documents were taken up in Perceptive Content.
- Currently, UJ has 6 398 contracts in various life-cycle stages, which are retained as vital records within the EDRMS. Statistics for 2022 indicate that of the 6 398 contracts, 213 are new, 439 have an active status, and 285 have reached an expiration date. Since 2020, most of the contracts received have been in electronic format, with only a limited number of contracts submitted in physical form.
- During 2022, 3 023 Academic Documentation requests were processed. Third-Party verifications amounted to 17 882. There was an increase in the Academic Documentation requests compared to the 2 515 requested in the previous year. Third-Party verification requests also saw an increase of 3 461.

HEALTH AND WELLNESS

Two units contribute to the health and wellness of UJ staff and students: the Occupational Health Practice (OHP) (with a focus on staff), and the Centre for Student Health and Wellness (CSHW) (focusing on students). The two units collaborate closely, and services are available on all campuses free of charge.

While the two units continued their close involvement in the management of the COVID-19 pandemic, during the second semester they were able to resume much of their normal work.

THE OCCUPATIONAL HEALTH PRACTICE

During 2022, COVID-19-positive cases were low and manageable; and especially from mid-year the Practice was once again to pay full attention to the seven focus areas of the portfolio.

The two legal mandates for the Clinics are health risk assessments 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, 227 assessments were done, as per the target, 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). Against the achievable planned medical surveillances of 580 employees, 744 medical assessments were completed, including outsourced medical assessments. OHP client contact sessions amounted to 4 227. In addition, 14 employees were assessed under the executive resilience programme, and 27 radiation medical assessments were concluded, all within normal ranges.

Results for other regular portfolios within OHP were generally in line with previous years, or showed some improvement. The overall annual food safety score was 89%, which is above the minimum international criterion of 85%, though lower than in the previous year. The overall microbial score was 97%, and the housekeeping and maintenance score 81%. Corrective measures were communicated to the food outlet owners regarding housekeeping and maintenance. A significant increase in official travel was noted in the third quarter of the year after COVID-19 restrictions were lifted. In total, 108 travel health risk assessments were conducted for employees undertaking official international and national trips. Event medical risk assessment and resourcing returned to normal levels, with 199 events managed on all campuses during registration, graduations, and the COVID-19 onsite vaccination campaigns, and no incidents were reported. The annual influenza vaccination campaign in April/May saw 188 employees opting to vaccinate on campus. National Men's Month Health awareness campaign, run in June, is a fairly new awareness campaign initiative carried out by OHP, to encourage UJ men to take care of their bodies and health by healthy eating, exercise and disease prevention. A total number of 183 males benefited from the campaign. The Movember campaign invited UJ male employees above the age of 35 to have a complimentary PSA blood test, with a total of 209 benefiting from screening for prostate cancer. Contact sessions with Occupational Health clients across all campuses totalled 5 670.

The COVID-19 pandemic has confirmed the value and efficacy of the UJ's arrangements regarding medical response to a 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.

CENTRE FOR STUDENT HEALTH AND WELLNESS (CSHW)

As mentioned above, the new Centre for Student Health and Wellness (CSHW) was formed through the merger of the former Primary Healthcare Service and the Institutional Office for HIV and AIDS (IOHA). This merger has proved to be a worthwhile exercise, as it has allowed all resources to be pulled together to

maximise operational requirements and to better serve the UJ community. The Centre's services are offered primarily to UJ students (but also to some staff) at no cost to the patient, except where laboratory tests and non-essential healthcare are requested. The Centre offers healthcare services, mainly the clinical management of conditions, and wellness services which entail HIV infection prevention and health promotion. The health promotion aspect comprises a wide spectrum of topics that include social mobilisation and inclusivity awareness. The services are available on all campuses; clinics are managed by primary healthcare nurse practitioners (PHCNP). The medical services provided by medical officers are made available in terms of a legal requirement for conducting a healthcare facility.

The issue of whether staff may utilise these health services has been resolved, hence the new name of the unit makes specific reference to "Students". Previously staff were permitted to use the clinic services, but with limited resources, the services are now aimed at students only. However, these services are made available to staff for use during recess periods when the medical staff are available. This promotes the optimisation of resources that are available for the university community. A total of 444 staff members were seen by the Clinic in 2022.

During 2022 the clinic services again continued to flourish, with consultations back to pre-COVID-19 levels and strengthened HIV/Aids prevention strategies. Overall consultations stood at 26 223, with 40% of these dedicated to sexual reproductive health services. Contraceptive methods were provided to 12 680 clients, a significant increase from 3 720 in 2021, but also surpassing the 2019 total of 8 774 clients for FP services. The trend of decreasing numbers of students treated for sexually transmitted infections continued, with a further 8% reduction. However, there was an increase in the number of patients testing for pregnancy. Of these, 117 students opted to be referred for termination of pregnancy, together with counselling provided within PsyCaD and at public sector clinics. Other services such as the travel health clinic continued, including vaccination drives.

The wellness services focused primarily on the prevention of HIV/Aids and other STIs, including the social determinants leading to these infections. Major discussions in the form of dialogues, book launches, seminars, and mini-conferences took place. The online platforms were also utilised to expand on audiences that had been established and captured during the COVID-19 online outreach. During the year, 8 008 HIV tests were done with only 40 positive tests; these persons are all on anti-retroviral treatment to curb further infections and improve their health status.

LOOKING AHEAD

The considerable strength within the Registrar's portfolio in developing and using online, technological, and automated approaches to academic administration and governance once again proved invaluable during 2022, as the pandemic waned and once again allowed a renewed focus on portfolio priorities and UJ's strategic goals.

New impetus towards online and technological approaches had emerged from the pandemic, aligning well with UJ's focus on 4IR and AI; the significant benefits and time-saving from technology-based approaches

persisted post-pandemic in 2022 and have again resulted in new developments, with further upgrades in the pipeline for 2023.

At the same time, as the need for leadership by the health and wellness units in UJ's response to the pandemic diminished, staff were able to resume their primary patient-facing work, while continuing to enhance their management systems as appropriate with technology.

The level of commitment and expertise in the portfolio will doubtless remain of considerable significance to UJ going forward.

The Annual Reports of the several Divisions resorting under the Registrar's portfolio follow:

- Central Academic Administration
- Corporate Governance
- The University Secretariat
- The Occupational Health Practice
- The Centre for Student Health and Wellness

Prof Kinta Burger

Registrar

&

Prof Bettine van Vuuren

Registrar Designate



LIST OF DEFINITIONS, ABBREVIATIONS AND ACRONYMS

AIS	Applied Information Systems
APB	Auckland Park Bunting Road Campus
APK	Auckland Park Kingsway Campus
BI	Business Intelligence
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
ETT	Examination timetable
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
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

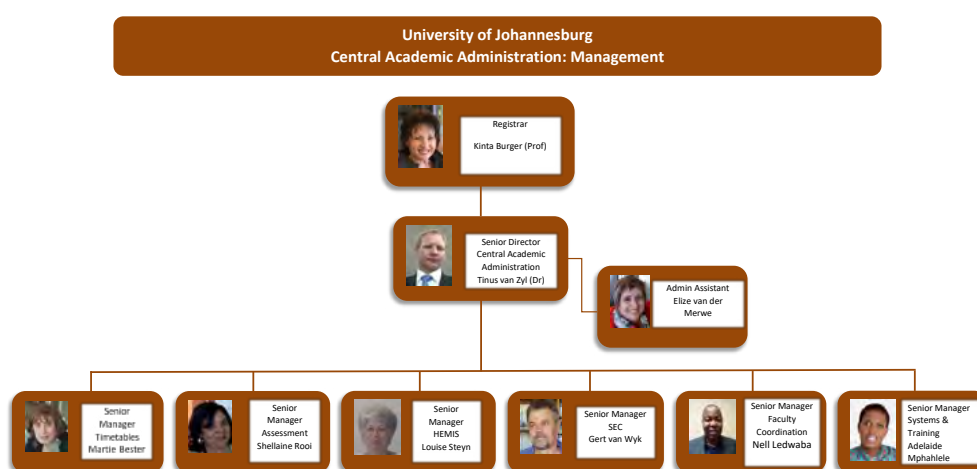
Academic administration refers to the management and governance of the student academic life cycle, from application to graduation. Central Academic Administration (CAA) operates to enable the University's fitness for purpose and full support of its primary academic strategic objectives. The institutional Academic Administration Coordination Committee, chaired by the Registrar, oversees academic administration governance. The Coordination Committee members meet frequently. 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 in order to attend to operational matters that may arise.

The Senior Director: of 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 the quality assurance of academic administration. The annual external audit of student data 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, i.e. 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 Coordination, Student Enrolment Centre (including the Student Call Centre), 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 according to the relevant charter as approved by Senex.

Organisational design

The organisational design of CAA follows the academic administration life cycle process with the following Departments: Student Enrolment Centre, Faculty Coordination (including Alumni), Timetables, Assessments, HEMIS Office, and the Systems and Training Department.

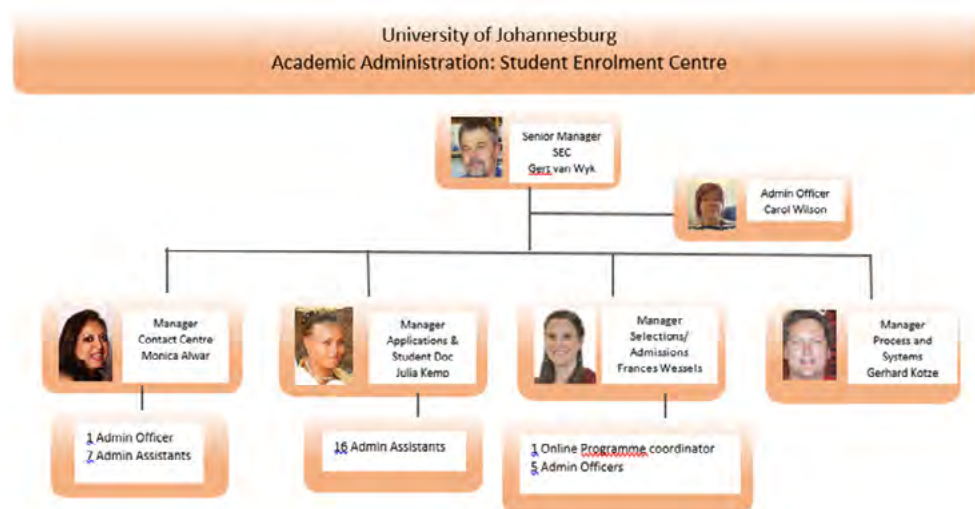


2. RISKS AND THE MANAGEMENT OF RISKS

A risk mitigation strategy for academic administration, focusing on the student academic life cycle, was developed and has been continually refined over the last few years in terms of 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. Their potential impact on the institution and the effectiveness of the mitigation strategies are reviewed annually and supported by a robust Business Continuity Plan from Central Academic Administration. The academic administration risks and related projects to each domain are listed below.

3. STUDENT ENROLMENT CENTRE (SEC)

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



The Student Enrolment Centre is managed by the above team, who support effective teaching and learning at UJ by coordinating and managing applications, selections, and the contact centre.

Applications

The university promotes the online application system through our “No application fees and no walk-ins” campaigns, which have resulted in almost 100% electronic applications. The total number of applicants has grown substantially over five years, from 191 342 in 2017 to 384 784 in 2022, as seen below.

All applicants (headcount) subsidy type A,B and C for UG/PG/CEP								
	2015	2016	2017	2018	2019	2020	2021	2022
Hardcopy	35 646	25 700	17 394	15 144	14 833	6 808	1 351	964
Online	164 448	157 563	173 948	189 411	220 546	261 673	343 416	381 569
Grand Tot	200 094	183 263	191 342	204 555	235 379	268 481	344 767	382 533
% Online	82%	86%	91%	93%	94%	97%	99.6%	99.7%

Furthermore, the online pre-screening of applicants against their Grade 11/12 results (while they are completing the online application) allows the applicant to select a qualification suited to their specific results. This pre-screening function indicates whether they meet the minimum entrance requirements for a chosen programme. Applicants are, however, still allowed to select any qualification of interest during the online application process. The selection letters also indicate to applicants the average APS score for applicants that generally are admitted into the selected programme. This assists applicants in gauging whether they have a “realistic” chance of being admitted or whether they need to improve their results in the final grade 12 assessments.

MEC decided to permanently extend both the undergraduate and postgraduate closing dates for applications to 31 October annually.

For the first time since receiving final grade 12 results electronically each year from the Department of Basic Education, CAA was now also able to download the “Re-Mark” matric results for the February 2022 and June 2022 groups of students. This enables the University to automatically complete selections for thousands of applicants who previously had to submit hard copies of their results. Previously this process had to be completed manually on a one-on-one basis based on the outcomes of the remarking process.

To assist departments with the selection process of postgraduate and international undergraduate applicants, CAA enhanced the automated selection process for honours, tutored master's degrees, and

undergraduate international applicants. Through these enhancements, another thirty postgraduate programmes were added to the automated selection process, which means the departments only need to set the admission criteria and thresholds, for the system to assess applicants automatically. Applicants for the set programmes are now instantly assessed upon application and receive their outcome or admission letters the same day.

CAA also developed the system functionality to automatically re-calculate an endorsement where an applicant had multiple matric sittings. For example, if applicants were not admitted into a programme and decided to "upgrade" their results, they would have grade 12 results for two years; the Department of Basic Education would then have to re-calculate the final endorsement. CAA's new system functionality recalculates the new endorsement based on the Department of Basic Education policy framework. Applicants no longer run the risk of being unable to register in January due to the delay in the calculation of the endorsement.

Some significant improvements have also been made to the Mobi Late Enquiry system. The new system enhancements include the automatic exclusion of applicants with previous studies, the collection of email addresses for automated communication regarding the outcome of the submitted enquiry as well as a Call Centre dashboard to assist the Call Centre with enquiries.

The Contact Centre statistics below give an indication of enquirers assisted. This does not include the face-to-face clients who were assisted during 2022.

CONTACT CENTRE STATS		
	2021	2022
EMAILS	57 566	72 626
AGENT ONLINE CHAT	51 303	26 135
VOICE	275 193	261 732
CHATBOT (Web and Facebook)	158 043	344 971

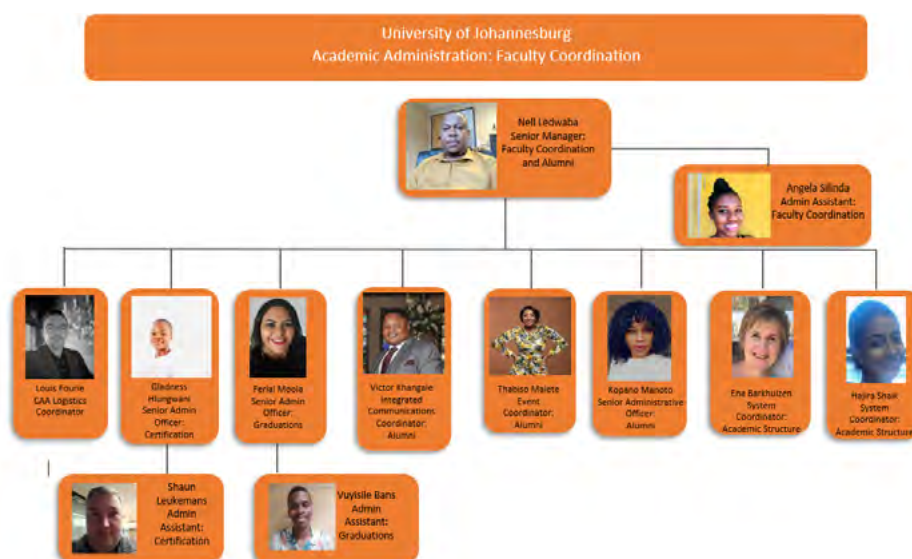
In the previous year, CAA had developed the system to allow for concurrent selections and admissions of UG applications. These changes were implemented successfully during the final selection period in 2022. In the past, applicants could only be admitted for one programme at a time. However, this change 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 processing 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 for undergraduate applications that they were also implemented for postgraduate applications during the 2022 application and selection process.

4. 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.

Following is the organogram for Faculty Coordination:



Implementation of UJ as a Mandatory Vaccination Site

The Council of UJ resolved in November of the previous year that from 2022 all UJ campuses and facilities would be mandatory vaccination sites. Staff and students would be required to provide UJ with their vaccination status (e.g. first vaccination completed or fully vaccinated) before access permission would be granted to any UJ campus or facility.

Depending on their academic programme and the mode of delivery of the programme, students were allowed a period after registration to become fully vaccinated. During this period, the student was regarded as conditionally registered.

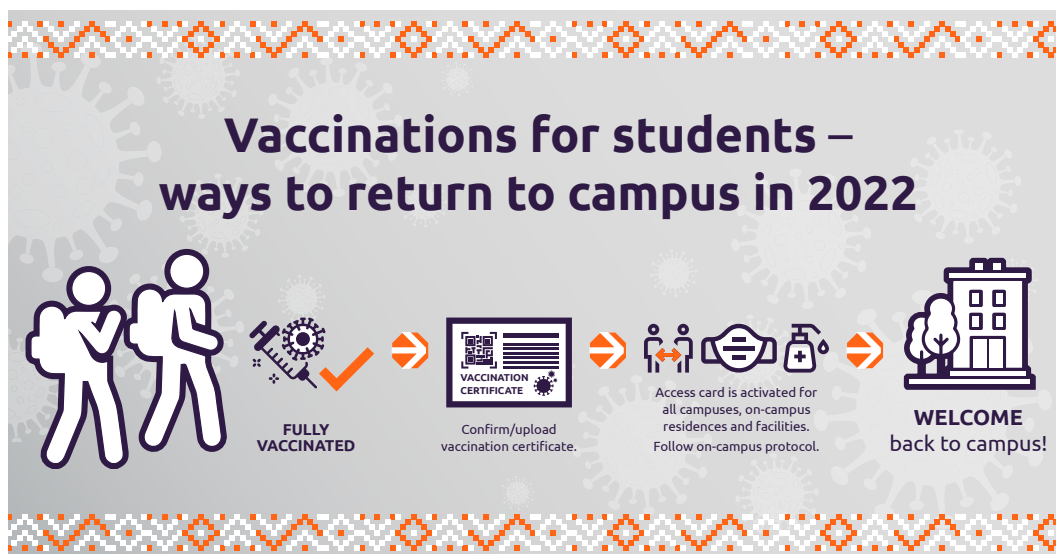
Prospective students were informed at the stage of final selection as to the applicable requirements regarding vaccinations and the right of access to the campuses and facilities. The registration agreement, which is signed as part of the online registration process, included a clause highlighting the UJ's policy on mandatory vaccination to gain access to UJ campuses/facilities.

Once registered, students were requested to electronically submit their vaccination certificate (i.e. indicating first vaccination completed or fully vaccinated) for verification purposes. Only then were student cards activated according to the following categories:

- Fully vaccinated students' access cards were activated for all campuses and facilities.
- Partially vaccinated students (e.g. first vaccination completed if the specific vaccine required two doses) were conditionally registered with access granted to the campuses and facilities.
- Accommodation at campus residences was allowed. Students had until 30 March 2022 to comply with the mandatory vaccination requirement, i.e. to become fully vaccinated or risk having their studies and accommodation cancelled.

Unvaccinated students received a conditional registration status. Under exceptional circumstances, students who did not plan to be vaccinated could submit an appeal for exemption. Only medical or religious grounds would be considered (as per the policy document guidelines). Once the request for exemption was approved, the student's access card was flagged. Among other things the student was required to present each Monday (or immediately after) a weekly negative COVID-19 RT-PCR (commonly referred to as "PCR") test at the point of entry before being allowed access to any UJ campus or facility. Students were offered the opportunity to be vaccinated at any time and to submit their details via the online electronic system, to move into the partially or fully vaccinated categories.

In highly exceptional circumstances where the student's academic programme could be concluded entirely online with no on-campus contact, a sub-committee of MEC (comprising of the two DVCs and Registrar),



Infographic banner used in the UJ website

on the recommendation of the Executive Dean, allowed exempted students to continue with their studies after the conditional registration deadline.

Registration

A medium-risk classification was again assigned to provide heightened visibility and responsiveness by Public Order Policing. Strict access control measures to all campuses were in place during the period following the release of the Grade 12 results in January 2022. Simultaneously, adequate support was ensured for entrants who wished to submit late applications, and register online and off-site, to have queries attended to.

Comprehensive risk mitigation strategies were established for registration, focusing on online services. CAA has made excellent progress implementing online registrations and is considered a national leader for integrated online applications, enrolment planning, late enquiries and registration systems.

The later-than-usual release of the grade 12 results created a challenge because senior students could register one week before the first-year students. To reserve the spaces for first-year students in programmes, the registration system was enhanced to facilitate quotas for the different student categories. The registration quota system was enhanced even further to cater for the different student categories (e.g. first, time entering, transfer, new, continuing) on a local and international student level. This system has proven to be extremely beneficial in managing registrations which correlate 100% with our enrolment planning.

On the morning of 21 January (for the available 10 791 first-year undergraduate places), every provisionally and conditionally accepted applicant received an SMS and email to confirm their final admission status. Applicants were not required to visit any campus or submit any documentation to verify their final admission status. More than 350 000 admission letters (first and second choices) were released.

To mitigate any potential risks related to late applications/walk-ins, the University opted not to allow any physical walk-ins during the week following the release of the Grade 12 results. Due to the later-than-usual release of grade 12 results in 2022, (by approximately two weeks) these mitigating actions were in place from 21 January. 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 applicants that no walk-ins would be allowed on any campus during the registration period.

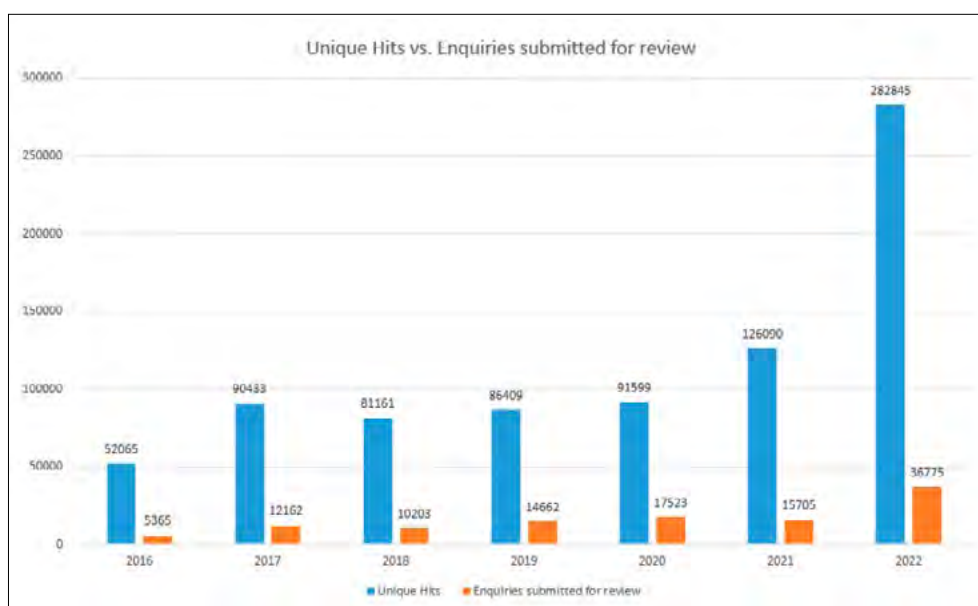
Anybody who wanted to enquire whether UJ still had a space available in a particular course or wanted to change to a different programme had to use the Late Enquiry System. The system was made available from

21 January for six days. On Friday, 28 January, all the Late Enquiry applicants were notified of the outcome of their enquiry, to allow them to finalise their registrations within the remainder of the registration period.

The Late Enquiry System now 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. For security reasons, the system has a pin verification process for applicants with valid student numbers, which do not display the complete personal information back to the person submitting the enquiry.

In total, 282 845 people utilised the Late Enquiry System, with 36 775 being able to log a formal enquiry via the online system. This is in comparison to 126 000 users in the previous year, of whom 15 700 were able to log an enquiry. In 2020, 91 000 people accessed the system, with 17 600 being able to log an enquiry.

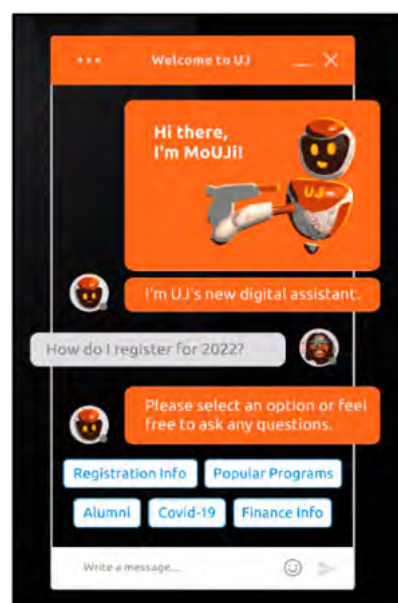
Graph 1: Unique number of visits on the Late Enquiry System (2016 to 2022)



From 17 January, the call centre (with 70 additional temporary agents) assisted with more than 71 451 calls (compared to 98 000 last year and 103 000 in 2020).

The UJ Chatbot (MoUJi) was again integral in successfully managing the increased application and registration enquiry demand. The chatbot successfully assisted with 78 500 enquiries ranging from enquiries related to NSFAS, applications, late enquiries, residences and registrations, compared to 51 600 enquiries of the previous year. The call centre (with 70 additional temporary agents) assisted with more than 72 000 calls (compared to 98 000 last year and 103 000 in 2020). This reduction in call centre activity could be related to the effectiveness of the chatbot and online communication platforms.

During the 2022 registration period, the systems were much more stable than in previous years, with only some minor issues being reported. The hosting of the Late Enquiry System by AdaptIT again assisted greatly in managing the high





demand for the system after the release of the Grade 12 results. This is remarkable, in that the late enquiry system was used by more than double the users compared to previous years, with no issues.

Registrations opened for senior (or continuing) and postgraduate students between 17 January and 11 February and for first-year students between 21 January and 11 February. Academic activities commenced on 14 February for both first-year and senior students. The registration system was enhanced to automatically clear the block placed on under-age applicants at the point of application and registration. Previously, clearing these blocks was a mammoth manual task across different divisions.

The security vetting marquees came into operation on 21 January, under strict COVID-19 protocols, to direct legitimate enquiries onto campus for assistance. This is required when queries cannot be resolved online or via the call centre, online chat facility or chatbot (e.g., international clearances, residence registrations and first-year students collecting student cards). The mitigation strategies to assist students in registering “off-campus” have enhanced the University’s ability to effectively and efficiently serve students with a “no walk-in” strategy, assisted by online registrations and a significantly improved call centre, online chat facility and automated chatbot.

At the end of the planned registration period, registrations were concluded for first-year students. A small number of senior and international students received an extension to the registration closing date. Research-based programmes had until the end of March to finalise 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% was achieved for registration, indicating that students are satisfied with the process and support. The UJ Chatbot was again integral in successfully managing the demand relating to the increased application and registration enquiries in January 2021.

Graduations

With the ease of restrictions on public gatherings, which had been implemented due to the COVID-19 pandemic, the University hosted in-person graduation ceremonies during 2022 for the year’s graduates and also stage-crossing ceremonies in the same format as graduations for the graduates who had graduated virtually in 2020 and 2021 due to the pandemic.

To accommodate adequate social distancing protocols whilst still graduating reasonable numbers of graduates, the ceremonies were moved from the Kingsway campus Auditorium to the Soweto campus Imbizo Arena. The Imbizo Arena accommodated a maximum of 350 candidates per ceremony, with three guests each from the undergraduate master's level and five guests each for doctoral candidates. Seating was placed one meter apart, and the capping element of ceremonies was removed to minimise contact. Sanitisation, wearing of masks indoors, and a mandatory vaccination policy were adopted but later lifted when no longer required according to government regulations. The procedure on stage was adapted to ensure social distancing and minimum contact during of the ceremonies.





The Autumn and Winter 2022 series of graduations took place over a six-week period in April and May. In total, 45 graduation ceremonies were hosted for the combined Autumn and Winter ceremonies for 12 235 students.

The Stage Crossing Ceremonies for 2020 and 2021 graduates took place over six weeks. In total, 42 ceremonies were held between July and August for 15 719 graduates.

The Summer 2022 series of graduations returned to the Kingsway campus Auditorium and took place over two weeks. A total of 6 graduation ceremonies were held in October, where 1 041 students graduated.

Graduates received their printed certificates at the ceremonies and received a link to access their electronic certificates on the Digital Certificate platform of the University.

The following candidates were conferred Honorary Doctoral Degrees in 2022:

Winter 2022 Faculty of Humanities 16 May 2022 15:30 Prof M Burawoy	Summer 2022 Johannesburg Business School 12 October 2022 12:30 Dr P Soon Shiong	Summer 2022 Faculty of Science 13 October 2022 15:30 Prof M Levitt	Summer 2022 Faculty of Humanities 14 October 2022 09:30 Ms CN Adichi
			

In 2022 the following candidates were conferred an Honorary Doctoral Degree in-person and addressed the audience as a guest speaker:

Summer 2022 Faculty of Engineering and the Built Environment 12 October 2022 09:30 Dr KB Letaief	Summer 2022 Faculty of Humanities 14 October 2022 09:30 Dr RD Bullard	Public Lecture and Conferral Faculty of Humanities 9 November 2022 Prof AS Gurnah
		



Certification

In 2019, UJ became the first university in South Africa to issue digital certificates, for which the need has grown exponentially in recent years. Graduates increasingly want to be able to share qualifications electronically with potential employers, who in turn need to be able to validate these certificates quickly, easily and affordably. UJ's digital certificate system allows graduates access to their digital certificates and enables them to share their certificates with third parties or prospective employers at no cost.

CAA implemented enhanced security features in the form of blockchain-based certificates for all graduates in March 2022. UJ was the first South African tertiary institution to use blockchain technology in order to add additional security measures to its certificates as protection against alteration or falsification. All the certificates issued to UJ graduates include blockchain-based QR codes. This enables the QR code to be scanned with a smartphone to verify whether the certificate has been legitimately issued by UJ and whether all the information displayed on the certificate is correct. The blockchain-based certificates have exponentially enhanced the security of the certificates issued by UJ.

Blockchain, a key innovation in the era of the Fourth Industrial Revolution (4IR), is a means of recording information in such a way that it is impossible to change or alter. Essentially, a blockchain is a distributed ledger of transactions. This means that the ledger that keeps track of a transaction does not exist on just one computer. Instead, copies exist on several computers on the internet that communicate with each other to keep the relevant information in sync. Once a transaction has been recorded (or in this case a certificate issued), it cannot be altered, and no one can deny that it took place. Changing something on a distributed block requires a change on all the blocks. As a result, the integrity of blockchain transactions is irrefutable.

UJ's blockchain-based certificates are therefore an innovative way of using a critical 4IR technology to issue certificates. By scanning the QR code, users can confirm that the certificate is authentic and belongs exclusively to UJ and to the student concerned. By incorporating blockchain technology into our records, UJ has reassured our graduates and anyone they share their certificates with that these documents can be trusted.

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.

Calculation Criteria and the Academic Structure

In 2022 CAA developed an application to electronically sign off on qualifications and calculation criteria. This improved good governance and assisted in monitoring compliance. The application was 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 both faculties and CAA. Progress and outstanding tasks can be viewed on a dashboard. In 2022 a total of 6 647 modules were signed off on the application.

To closely monitor the registration quotas or targets set through the enrolment planning process, the system quota report was enhanced through reporting on students who had cancelled. The development will assist faculties with real-time information to fill available spaces during the registration process to ensure they meet the enrolment targets.

Alumni

The eighth and ninth editions of the Digital Alumni Impumelelo magazine were delivered in 2022, and shared success stories of illustrious alumni and exciting projects or new research UJ is involved in.

The UJ Alumni magazine plays a vital role in our UJ Alumni relations. In 2022, our Alumni magazine **won the annual MACE Award** in the category of Alumni Campaigns. The MACE (Marketing, Advancement and Communication in Education) Excellence Awards take place annually and recognise and celebrate excellence and the achievements of specialists and practitioners in marketing, advancement and communication in the higher-education sector.



The Alumni Office enhanced the iEnabler system for recording and updating alumni's personal data. This integrated 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 internal staff members. The current total alumni database is 227 106 with 118 305 contactable (subsidised) alumni and 30 857 contactable whole programme CEP (Continuing Education Programme) alumni.

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 for advertising on UJ FM and booking the UJ Island for events. These benefits are continuously revised, and a membership scheme was also implemented in 2022 with different tiers and related benefits. The expanded benefits fall under three membership tiers. They are Silver, Gold, and Platinum. Each tier has its unique benefits and discounts. All alumni automatically get access to the lowest tier (silver) once they graduate. The second and third tier has a monthly cost component with more benefits. The benefits are aimed at alumni and current permanent or retired academics.

BENEFITS	MEMBERSHIP TIERS		
	SILVER	GOLD	PLATINUM
	R0.00	R150.00 per month	R250.00 per month
Library Services	R628.00 valid for 12 months	Free access to Library services or Gym services	Free
Online Library services	Free	Free	Free
Wellness Programme	Free	Free	Free
STH	No Discount	Alumni Rate	Alumni rate & Vouchers to select events
GYM	Alumni R200.00 per month, access to all Gyms	Free access to Library services or Gym services	Free access to gym services
UJ Arts & Culture	no free tickets – normal rates apply	50% discount – 2 tickets per alumni	60% discount – 3 tickets per alumni
UJ Sports	no free tickets – normal rates apply	1 Free ticket	2 Free tickets
UJFM	15% Discount	20% Discount	30% Discount
UJ ISLAND	No Discount	20% Discount	20% Discount
4IR Short Courses	Free	Free	Free
UJ Online Shop	Free	20% Discount on purchases of R500 – R999.99 25% Discount on purchases of R1000 and above	25% Discount on purchases of R500-R999.99, including free delivery. 30% Discount on purchases of R1000 and above, including free delivery
E-Academic Records	Free	Free	Free
EXTERNAL BENEFITS			
Mail & Guardian Free for all alumni for the first six months.	Normal rates apply	Discounted rate of R75.00 per month fee on Mail and Guardian premium platform	Discounted rate of R60.00 per month fee on Mail and Guardian premium platform
Pnet (Career Services Portal) Over 7 000 job opportunities are available on Alumni Connect. Register on www.ujalumni.co.za	Free	Free	Free

From the Alumni Office, we have also collaborated with the Development Office and Community Engagement Office regarding a call for the KZN Flood donations drive. The call was well received by our alumni, with donations in the form of non-perishable goods, blankets, and old clothes, and R 52 790 in donations was raised for this cause.

The number of alumni registered on the Alumni Connect platform has exceeded 10 500. The Alumni Connect system is an online platform which facilitates alumni engagement and mentoring opportunities for recent graduates by fellow alumni. The system also enables Affinity Groups and Chapters to reconnect with classmates (locally and abroad), receive news and event updates, and receive ongoing educational opportunities and employment offerings. The platform is fully integrated with social and professional networks. It enables graduates to expand their networks and grow a culture of giving back to their alma mater through mentoring assistance.

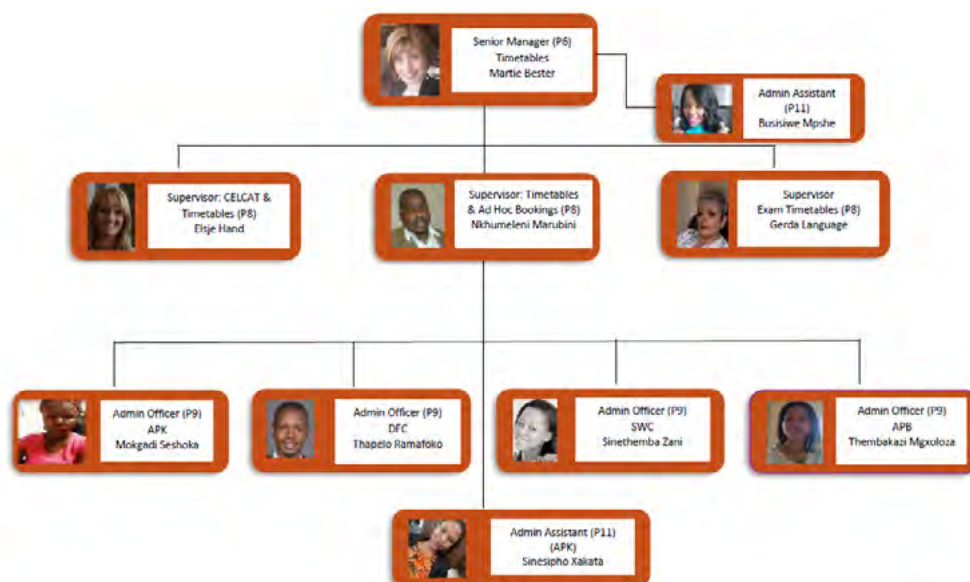
Social media channels and virtual experiences were used extensively by the Alumni Office to bring our alumni community together post the global pandemic. Many in-person events were successfully offered as hybrid webinars or interactive virtual events. The Alumni Office continued collaborating with internal and external stakeholders to host events. The objective was to launch as many Affinity Groups and Chapters as possible and to create awareness of the different platforms, opportunities, and benefits of being actively involved with UJ. This also provided a networking platform for alumni within their respective industries. In 2022, the Alumni Office launched more than ten Chapters or Affinity Groups. Amongst them was the first Chapter in Africa (Zimbabwean Alumni Chapter). The Alumni Office also held a celebratory event for all UJ alumni who made the prestigious Mail and Guardian Top 200 Young South Africans list. The Chair of the Council, Mr Mike Teke, delivered the keynote address outlining the importance of education and of overcoming business challenges.

The AGM (Annual General Meeting) of the UJ Convocation was successfully concluded, and listed below are some of the major Alumni related events held in 2022:

EVENT OR ACTIVITY	DATE OF EVENT
Varsity Cup: FNB UJ vs FNB NWU	28 February
Conversation Series with Executive Committee of Convocation (Virtual)	3 March
Varsity Cup: FNB UJ vs FNB WITS	14 March
Varsity Cup: FNB UJ vs FNB UFS SHIMLAS	28 March
AIS Affinity Group launch	31 March
Varsity Cup: FNB UJ vs FNB UP-TUKS	11 April
Faculty of Law Affinity Group launch	7 May
School of Management Affinity Group	12 May
Commercial Accounting Affinity Group	17 May
International Chapter Launch (Zimbabwe)	27 May
In conversation alumni series titled: Youth Empowerment	9 June
Town and Regional Planning Alumni Affinity Group Launch	23 June
Faculty Of Education Affinity Group Launch	30 July
Women in Technology	11 August
Health Science Affinity Group Launch	13 August
Convocation Virtual AGM	2 September
Legal Matters: Will Awareness and Different Marital Regimes	7 September
STH Alumni & Industry	21 September
Department of Marketing Management Alumni Spring Breakfast	23 September
USA Chapter Engagement	10 – 15 October
Department of Marketing Management Alumni Spring Breakfast	23 September
Alumni Celebratory Dinner	28 October
UJenius Alumni Affinity Group Launch	4 November
Cape Town Chapter Launch	11 November
Retired Academic Engagement	23 November
FADA Affinity Group Launch	29 November

5. TIMETABLES

Below is the organogram for the Timetable Department:



The main objective of this Department is to support excellence in teaching and learning by delivering optimised, effective timetables to the University via efficient, streamlined business processes with good governance.

During the Covid-19 pandemic, UJ decided that the campus lecturing- and examination timetables should remain in place, regardless of the change to online teaching and learning. This strategy proved to be a very effective way of ensuring that online academic activities did not overlap nor final assessments clash. During the pandemic, various changes to academic regulations regarding assessments and calculation criteria were made, but these seem to have stabilised. In 2022, most final assessments moved back to being scheduled as onsite exams (88.3% of the total of 85 738 student exam papers of the November main examinations were written on campus).

The key priorities for 2022 were:

- Optimising the 2023 Soweto Campus lecturing timetable from a zero-base via CELCAT automation software;
- Streamlining and documenting all timetable-related business processes, as per new enhanced software and processes. The eForm business process is currently being documented;
- Timetable stability and improved timetable reporting via CELCAT (timetabling software), Oracle Business Intelligence (BI) reporting, the HEDA (MIS) system and Integrator 4.
- Expanding on student system enhancements and integrating these with CELCAT.

All the set projects were completed successfully, with some additional developments being planned for 2023.

SWC 2023 Lecturing Timetable re-optimised:

The CELCAT scheduling system, which has been utilised for optimising lecturing timetables on all campuses on a rotational basis over several years, was again utilised to re-optimize the SWC lecturing timetable. This comprehensive project was concluded successfully as per the pre-determined due dates. The DFC campus lecturing timetable will be re-optimised in 2023.



The 2022 SWC lecturing timetable was optimally generated from a zero-base via CELCAT Timetabler Automation, with a 91.13% solution. The remaining 87 templates were scheduled manually, after which 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.

Systems Integrations

The daily auto-uploading of the master lecturing timetables from the CELCAT databases (one per campus) to the ITS INT 4 Student System continued throughout 2022, leading to a streamlined process with less probability of human error. Output reports and the equivalent matrix are monitored daily.

Since June 2022, the SSA exam timetables are also being uploaded to the CELCAT LTT databases via the full integration process, making the venue booking-monitoring process easier for support service divisions via the BI Exam Schedule reports (one per campus). This eliminated the need to monitor the HEDA Exam Banners, together with the BI Ad Hoc Venue Booking Reports.

When the JBS Park building at the APB campus was taken into use in the middle of 2022, it was decided to create a CELCAT LTT database for this building and to implement CELCAT venue bookings for the academic activities of the Johannesburg Business School (JBS) and the Graduate School of Architecture (GSA). The Timetable Division prepared the database and captured all existing permanent bookings for the second semester of 2022. Relevant administrators were given access and then trained as Rooming Administrators for processing CELCAT Room Booker requests for venue bookings. Initial challenges with access to CELCAT Client for some staff members were eventually resolved with the assistance of CELCAT UK.

The CELCAT Client and Administrator software was successfully upgraded to V8.2 R6 in March and then to V8.2 R7 by late November 2022. The CELCAT SIM software was successfully upgraded in September 2022.

Risk Mitigation for the December 2022 Supplementary Exams:

Due to their being only one week available between the end of the November main exam period and the start of the November/December SSA exam period, the following risk-mitigating measures were introduced:

- Module exam papers scheduled late in the main exam period were moved to later dates during the SSA exam period;
- The complete SSA exam timetable was uploaded to the UJ Website;
- In collaboration with the Assessment Division and the BI Team of ICS, the two BI reports developed to "warn" students of their upcoming SSA exam, in time, were activated again from 7 November. The first



report is an automated email sent to a student at mark-upload for specific result codes, which directs the student to the complete SSA ETT on the UJ Web. The second report is an automated email sent to students after registration for the SSA exam, which informs them of their upcoming SSA exam and directs them to their personalised exam timetable on uLink.

Exam Timetables and Calculation Criteria

Due to the Covid-19 impact and the move to mostly online assessments, many modules were changed to CE (continuous assessment) or CD ("hybrid" continuous assessment) module types via bulk data updates to the calculation criteria data fields on the academic structure. This caused some challenges 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, the UTC decided to keep the UJ exam timetable 2020-2022 (generated from a zero-base in 2019) in place for 2023; this will only be re-optimised in 2023 for 2024 implementation. There were no negative impacts or risks associated with this decision.

In the previous year, an online-application system was developed for students to apply for replacement/sick exams (and F7 appeals). This project was successfully implemented. The development was further enhanced to accommodate a student's online application for writing a replacement exam during the special exam period if the SSA exam had been his/her first exam opportunity.

Exam venues were optimally assigned for all six exam opportunities of the year via the automation function of the CELCAT Exam Scheduler. The full-integration process for incorporating scheduled exams on the four campus-based CELCAT lecturing timetable databases, in order to activate CELCAT Room Booker for client venue bookings, was completed for the June and November main exams, plus the July and December SSA exams. Since the June main exam period, TTD has introduced a new process for releasing some venues (on all campuses) for scheduling the assessments of CE- and CD-type modules before starting the exam venue allocation process.

CELCAT Room Booker for client ad hoc venue bookings

Due to the varying Covid-19-related lockdown alert levels in the country and its associated maximum venue-usage capacities, the Room Layouts had to be re-calculated and re-imported into the CELCAT Live System on numerous occasions. When the national Covid-19 restrictions were lifted, system usage returned to normal, and the usual Room Layout Codes were re-activated.



Lecturing Timetables, with some Online Teaching and Learning in 2022

Due to the University's decision to make UJ campuses mandatory for Covid-19 vaccination sites, it was possible to return to primarily on-campus teaching and learning activities from the start of 2022. The challenge for lecturers was how to accommodate most lectures within the constraints of only using 50% of venue capacity during the first semester of 2022, as it was not possible to assign larger venues to groups or double the assigned contact time per group.

Academics rose to this challenge via various methods, i.e. splitting class groups and repeating lectures, supplemented with some added online teaching and learning activities. To the relief of all involved, when the last Covid-19 restrictions were lifted in June 2022, activities could return to normal from the start of the second semester.

Due to the impact of the Covid-19 pandemic on the traditional way of teaching and the success the University had with online- and hybrid teaching in 2020 and 2021, plus the move towards more blended learning in general, a need has arisen for some LTT events to be converted to online lectures from 2023. The new rules set by the STLCC in 2022 have been incorporated into the Policy on Timetable Construction when it was reviewed earlier this year. The new rules state that on-campus/face-to-face teaching for formal undergraduate modules should comprise *at least the following*:

- 80% of the total contact time for first-year modules;
- 60% of the total contact time for second-year modules;
- 50% of the total contact time for third- and fourth-year modules. A module's study year is equal to the lowest study year it is linked to for all relevant qualifications on the academic structure.

Challenges

Challenges experienced in 2022 mostly related to:

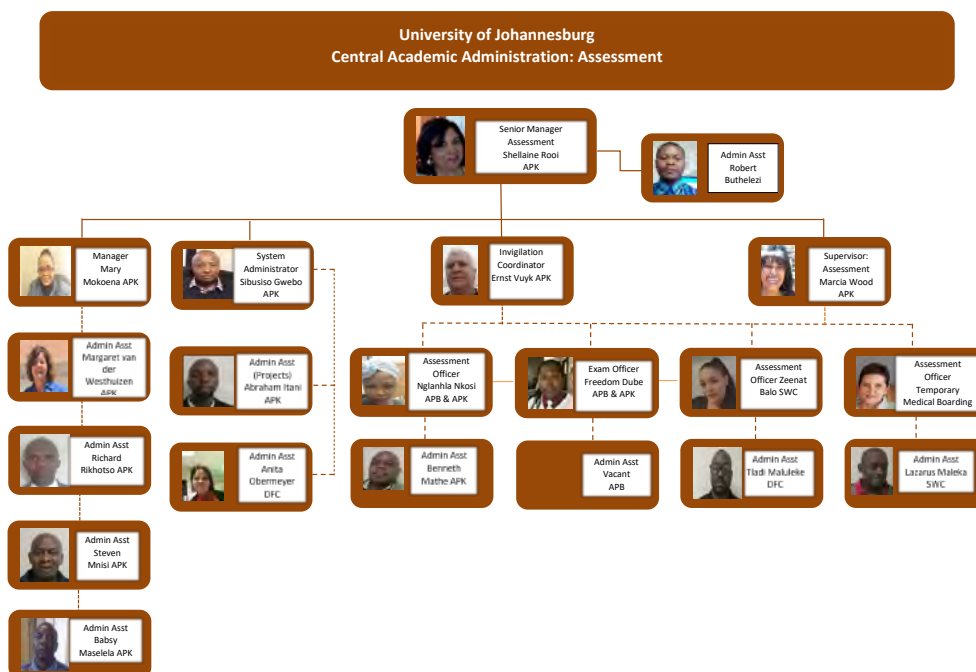
- The Covid-19 pandemic and its impact on maximum venue capacity usage during the first semester. The return to normal operations from the second semester brought great relief to students, academics and timetables in general;
- The reality of the extensive and prolonged cases of Eskom load shedding, plus prolonged power outages at some campuses (inter alia due to repeated cable theft in the area), caused great challenges in terms of all operations of the University, as the existing generators supplying emergency power to crucial venues/areas could not cope with prolonged usage and started to break down. When there is no or limited emergency power on campus, it disrupts teaching activities, assessments, and the quality of life of

students in residences. A MEC Task Team has recently submitted the Contingency Plans for these scenarios to the relevant staff to be incorporated into the University's Business Continuity Plan. MEC and Facilities Management are strategising longer-term plans for the University to generate sustainable emergency power on all campuses in future. This includes supplying emergency power to specialised laboratories not yet supplied. Consistent water supply to campuses will probably also need attention in future;

- Venue maintenance and upgrading remained challenging, as the work can only be scheduled during the University recess periods or over some weekends (so as to not disrupt teaching activities or assessments). A worldwide chipset shortage (due to Covid-19) also caused delays for the AV-upgrade project scheduled in 79 venues due to the delayed delivery of the necessary components;
- The many changes made to calculation criteria (due to the impact of Covid-19 and then the return to normal operations) for 2022 brought about some challenges for exam timetables and the scheduling thereof;
- Due to the limit to the University's available resources (e.g., the number of available timeslots, venues, staff, etc.), it is necessary to critically assess requests for introducing new academic programmes, planned student numbers and its Sites of Delivery in terms of feasibility. TTD's feedback regarding feasibility should be obtained before starting the formal academic approval process. If not feasible, the process should stop at the Faculty Board level. An automated process (e.g. via Perceptive Content/ HEDA) for academic programme approval (where TT feasibility should be one of the earliest steps) is essential. CEP-whole programme modules offered onsite (with face-to-face teaching activities) need to be included in the University's Enrolment Plan, as some of these are growing in student numbers year after year, placing more demands on the University's facilities, yet the facilities remain the same.

6. ASSESSMENTS

Below is the organogram for the Assessment Department:



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.

Most academic modules that had written on-campus assessments before the pandemic opted to return to the campuses for summative assessments during 2022. The Management of Assessment Marks System (MAMS) and Submission of Assessment Papers Secured System (SAPSS) were implemented and have been enhanced over the last few years. These systems have increased the governance of assessments, marks and assessment-related logistics while reducing the risk of storing assessment papers for the University.

The following two significant developments were implemented in the MAMS system in 2022 with the return to more on-campus assessments. The first development was the automated randomisation of the three submitted assessment papers. After an academic has uploaded the three (main, supplementary, and special) assessment papers for an undergraduate programme, the system now randomly assigns which paper will be written in which order. The second development was the similarity index report, which informs the academic Department (and the Assessment Department) of similarities between the three papers submitted. In essence, the system is now intelligent enough to randomly decide which paper will be written in which order and identify, should an academic, for example, mistakenly upload the same assessment papers for more than one assessment opportunity.

The Assessment Department has also implemented a central control room with several screens linked to the security cameras in the assessment venues. Through a small central pool of invigilators, the Department can now monitor students writing assessments in the venues for transgressions. This initiative has proven to be successful, with several students being caught transgressing assessment rules.



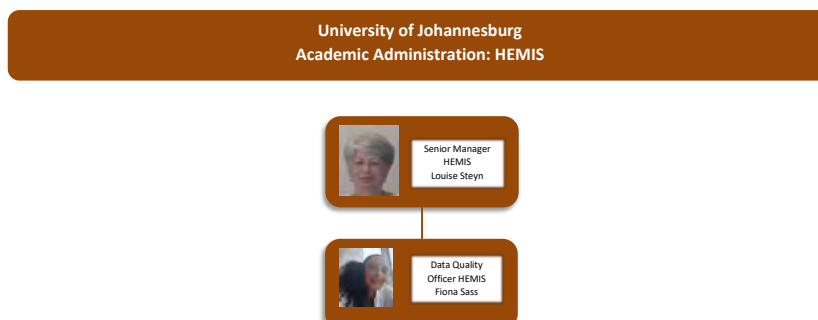
Invigilators monitoring the assessment venues in the Assessment Control Room

To assist the Faculty and Departments engaged in CEP (Law, Transport and Supply Chain Management, and Business Management), their assessment papers were included in the centralised printing process in 2022.

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

7. HEMIS

Below is the organogram for the HEMIS Department:



The main objective of this Department 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.

Statutory Reporting

For 2022, 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-Equivalents (FTEs) and graduates was again compiled and submitted, as required by the DHET.

Governance and data quality

In order to align the business processes and improve governance, a number of training sessions were scheduled, as well as a HEMIS masterclass which was 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 improve 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 and Staff Data

Even though the shape and size of the student database increase year on year, there were no findings recorded for all the data elements tested. This is an exceptional outcome. It was the first time in history that there were no findings on either the staff or student databases.

Data warnings were also reviewed in consultation with the faculties and other relevant departments, to verify current data elements and improve data governance.

In 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 a first major area of specialisation).
- 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 specialisation) 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).
- 2021 – No exceptions

The student data reflects a very high standard in terms of quality and reliability, which the Registrar's domain is exceptionally proud of.



8. SYSTEMS AND TRAINING

The 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 the responsibilities of the unit. The unit consists of a Senior Manager (Ms Adelaide Mphahlele) who reports directly to the Senior Director of CAA.

The main objectives for the systems and training unit for 2022 were to make sure that all staff training needs, in terms of academic administration, are executed; 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.

Some of the projects implemented in 2022 included the development of the Credit/Exemption Module Application system for students, tracking the progress of postgraduate students, and moving all training materials online. Short tests will be implemented in 2023 to test the competency of administrative staff before they are granted access to administrative systems. This will assist with assessing whether staff understand the training presented and guide process managers on system access requests.

9. EMPLOYEE PROFILE

From the 81 permanent staff members in the department:

- 69% fall under the age of 50;
- 91% hold postschool qualifications; and
- 76% are from designated groups.

Following is the total percentages per race and gender in each Department:

RACE	GENDER	ACADEMIC ADMINISTRATION	TIMETABLES	SEC	HEMIS	ASSESSMENTS	FACULTY COORDINATION	TOTAL	%
African	Female	1	5	12		3	4	25	30,86
African	Male		2	6		10	3	21	25,93
Coloured	Female			6	1	3		10	12,35
Coloured	Male			1				1	1,23
Indian	Female			3			2	5	6,17
Indian	Male								0,00
White	Female	1	3	6	1	1	1	13	16,05
White	Male	1		2		1	2	6	7,41
TOTAL								81	100,00

10. APPOINTMENTS, RESIGNATIONS AND SUCCESSION PLANNING

The following staff members resigned during the year:

RESIGNATIONS			
NAME	SURNAME	DEPARTMENT	DATE
Lebo	Mashele	Selections	1 September

The following staff members were appointed during the year:

APPOINTMENTS			
NAME	SURNAME	DATE	DEPARTMENT
Bennett	Dintsi	1 December	Selections
Malele	James	1 June to 30 November	Timetables Temp/Intern
Majama	Zingisani	1 June to 30 November	Timetables Temp/Intern

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

POSSIBLE BOARDING			
NAME	SURNAME	DATE	DEPARTMENT
Sam	Olsen	Ongoing	Call Centre (SEC)
Du Plessis	Elaine	Ongoing	Assessment

The following staff members went on maternity leave:

MATERNITY LEAVE			
NAME	SURNAME	DATE	DEPARTMENT
Sinesipho	Xakata	18 August	Timetables

Deceased

No deaths were recorded in the department for the year.

Retirements

No retirements were recorded in the department for the year.

Long Service Awards

The following staff members received Long Service Awards.

NAME	YEARS
Mrs Zeenat Baloi	10
Mr Johannes Maluleke	10
Ms Thembakazi Mgxoloza	10
Mr Stefaans Mnisi	10
Ms Quandary Mogoai	10
Mrs Nhlanhla Nkosi	10
Mrs Elize van der Merwe	10
Mr Gerhard Kotze	15
Mrs Shellaine Rooi	15
Mrs Nadine Sutherland	15
Ms Mary Ferreira	20
Mrs Mary Mokoena	20
Ms Constance Mphou	20
Mrs Charmaine Nagel	25
Mrs Blessing Segwagwe	25

11. STAFF DEVELOPMENT PROGRAMMES AND INITIATIVES

Most of the staff members attended the online training sessions arranged by Human Capital Management. The following employees were also registered for formal qualifications:

QUALIFICATIONS REGISTERED FOR OR COMPLETED		
NAME	QUALIFICATION	STATUS
ASSESSMENT		
Sibusiso Gwebu	MBA	In process
Freedom Dube	PG Diploma Business Administration	In process
Mary Mokoena	PG Diploma Business Administration	Cancelled
FACULTY COORDINATION		
Ferial Moola	Diploma in Office Management and Technology	In process
Nell Ledwaba	Doctor of Business Administration	In process
Angela Sillinda	Master's in Business Management	In process
Vuyisile Bans	Med Comparative Education	In process
Hajira Shaik	Higher Certificate in Local Governance and Management	Completed
Vongani Hlungwani	Higher Certificate in Local Governance and Management	Completed
TIMETABLES		
Sinesipho Xakata	B. Sc. Honours Applied Mathematics	In Progress
Mokgadi Seshoka	B. Com. Hons. in Financial Modelling	In Progress
Thapelo Ramafoko	CIMA (Management Case Study)	In Progress
SEC		
Desmond Chauke	Master of Sustainable Urban Planning and Development	In Progress
Sandile Mazibuko	BA Honours in Public Management & Governance	Completed
Leevasha Naidoo	BA Honours Counselling Psychology	In Progress
Frances Wessels	MCom Business Management	In Progress
Ontshiametse Gumede	BCom Hons in Information Technology Management	Completed
Lerato Ngwenya	Master's in Urban and Development Planning	In Progress
Naphtali Makhubela	Generic Management Level 5	In Progress
Sean Jobson	PhD Artificial Intelligence and Machine Learning (Metallurgical Engineering)	In Progress
Dintsi Bennett Sphiwe	MSc in Chemistry	Completed
Tebello Moloi	BEng Mechanical Engineering Sciences	In Progress
Sheldon Botes	Higher Certificate Business Management in Project Management	Completed
Quandary Mogoai	BSc Informatics	In Progress
Yogie Padayachee	General Management NQF 5	Completed
Yogie Padayachee	Project Management NQF 5	In process
Jessica Madonsela	Master of Operations Management	Cancelled

12. RESOURCE MANAGEMENT AND SUSTAINABILITY

Overview of CAA budgets

The overall budget was within the allowable variances of university budget guidelines, except for expenditure on software development and graduations., These exceeded the required variance due to new developments to accommodate online support systems, the reintroduction of on-campus assessments and the hosting of stage crossing ceremonies for all the graduates who had missed the opportunity due to the pandemic in 2020 and 2021.

DIVISION	OPERATING BUDGET	EXPENDITURE	BALANCE	%
Director CAA	1 278 100,00	1 773 212,25	(765 011,65)	160
Faculty coordination	151 486,26	112 468,87	39 017,39	74
Registrations	703 945,99	726 643,53	(22 697,54)	103
Graduations	1 212 426,49	1 021 028,01	191 398,47	84
HEMIS	31 050,00	34 488,31	(7 438,31)	124
Assessments	1 298 168,96	1 796 589,34	(498 420,59)	138
Academic Structure	600,00	258,92	341,08	43
SEC	704 600,00	814 000,57	109 400,00	116
Class & Timetables	112 666,70	85 823,82	26 842,88	76
Alumni	1 625 576,01	1 621 350,58	4 225,43	100
TOTAL	7 118 620,41	7 985 864,20	(922 342,84)	112

13. CONFERENCES

The following conferences were attended virtually by staff members per division.

CONFERENCE	ASSESSMENTS	FACULTY COORDINATION	TIMETABLES	ACADEMIC ADMINISTRATION	HEMIS
	NAME				
AAA (EXAF AND HEFAF)	N Nkosi, S Gwebu	E Barkhuizen		A Mphahlele, E van der Merwe	
29th Annual ITS User Group Conference		N Ledwaba, L Fourie		A Mphahlele, T van Zyl	
CELCAT International UG Conference (Free Online Conference)			M Bester, E Hand, G Language, N Marubini		
SAAIR, HEMIS Institute					F Sass



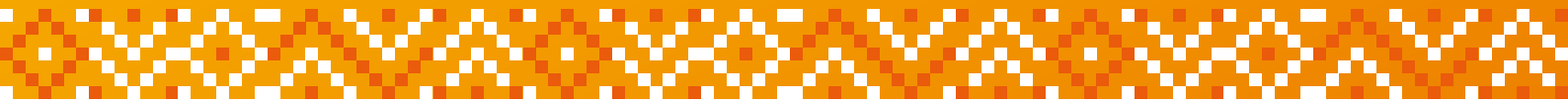
14. CONCLUSION AND WAY FORWARD

Central Academic Administration has adapted very well to the challenges brought about by the pandemic and successfully reintegrated on-campus business processes again in 2022. Most of the systems and business processes were reviewed and supported by means of a hybrid approach. The academic calendar was successfully concluded with no academic time lost.

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 engagements were successfully hosted with the faculties. In 2022, CAA continued to expand off-campus alumni benefits with the introduction of a tiered subscription system and launched 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 intelligent digital assistant or Chatbot (called MoUJi) proved to be a great help with the high volume of inquiries during registration and throughout the rest of the year. The 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. In 2023 MoUJi will also be enhanced with the capability of assisting an applicant or student via WhatsApp 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 no errors reported through our HEMIS submission. Given the size, shape and complexity of UJ, this is a major achievement. CAA hosted 90 graduation ceremonies for more than 14 000 graduates at formal (in-person) graduation ceremonies. Graduates who could not attend a ceremony due to the pandemic in 2020 and 2021 were also invited to stage crossing ceremonies.



Central Academic Administration successfully performed and completed all life-cycle processes. We look forward to 2023 with confidence as we continue to mitigate the risks and challenges, embracing technologies brought about by the Fourth Industrial Revolution.

Dr Tinus van Zyl

Senior Director: Central Academic Administration

14 April 2023



Corporate Governance

1. OPERATING CONTEXT

1.1 Core business

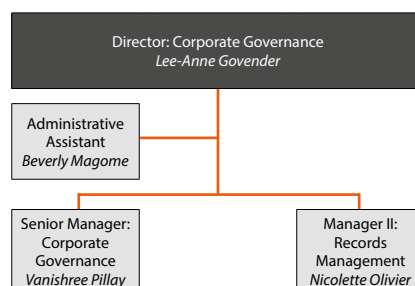
The Corporate Governance Division functions within the Registrar's Portfolio in the broader University context. The Division operates in accordance with the legislative framework of the Republic of South Africa and, specifically, the Higher Education Act 101 of 1997 (as amended). Its core functions are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

The Division comprises three units: the Governance Unit, the Qualification Verification Unit (QVU), and the Records Management Unit (RMU). 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 practices.

1.2 Organisational Design and Operating Context

The organogram of the divisional structure that reports to the Registrar 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
- Monitoring and management of the Policy environment

- Managing the annual review process of the University Academic Regulations
- Management of the Senate Registers and attendance
- Management of Access to Information for the UJ
- Facilitating the B-BBEE process
- Management of the Commissioner of Oaths portfolio
- Governance in relation to the Convocation of the UJ

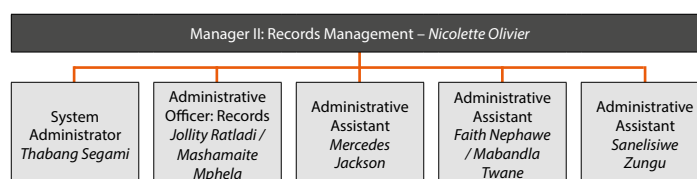
1.2.2 Qualification Verifications Unit (QVU)

This Unit is headed by the Senior Manager: Corporate Governance. The unit is responsible for Qualification Verifications, which pertains to the issuing of Academic documentation, including transcript supplements, academic transcripts, and letters.



1.2.3 Records Management Unit (RMU)

This Unit is headed by the Manager: Records Management and is responsible for Records Management which includes Contract Management within the University.



2. STRATEGIC FOCUS

Strategic Objective Six, Fitness for Global Excellence and Stature, informs the Division's strategic objective. The accomplishments of the Divisional Units will be detailed considering this overarching goal.

2.1 Strategic Planning

For 2022, the Division identified four major focus areas:

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

Multiple strategic objectives were contained within these focal areas, and regular planning sessions were held to produce the required outcomes.

The information that follows is an overview of what transpired throughout the year in each of these areas, with the aim of achieving the identified deliverables. The overview also includes the unit-specific challenges experienced by the Division.

2.2 Governance Unit

2.2.1 Nominations and elections

The Governance Unit is responsible for managing elections within the University. Elections are conducted for various portfolios on statutory committees. Elections are also held for the members of the Executive

Committee of Convocation, for senior positions within the University's Executive Leadership Group and for interview panels. The Unit also conducts elections annually for the Student Representative Council in consultation with Student Affairs. The Governance Unit collaborated with the Human Capital Management Division to manage the relevant nomination and election processes.

Noteworthy nominations and elections were conducted in connection with the positions of the Vice Chancellor, a Deputy Vice Chancellor, Chairperson of Council, an Executive Dean, and honorary doctorates. It is important to note that the appointment of these candidates is subject to additional processes and procedures and is not only reliant on the outcome of an election.

The online voting platform was utilised for the Student Representative Council Elections and the election of four members of the Executive Committee of Convocation. The online voting platform continued to be a useful system for conducting elections in a free and fair manner. The platform is user-friendly, easily accessible, and compatible with multiple browsers, which allows voters to cast their votes from any location.

UJ is considered as a forerunner with regards to the online voting election process. This was evident in the invitation received to present at the ITS Conference during March 2022. The staff utilised the opportunity to share their experiences regarding UJ's Nomination and Election processes via the online voting platform.

One of the challenges experienced regarding nominations and elections was the late notification of certain nominations and elections that had to be conducted. The nominations and elections conducted for the University of Johannesburg for 2022 posed no risks.

2.2.2 Policy Management

The Governance Unit serves an important function within the University by monitoring and managing the governance documentation, which includes policies, charters, standard operating procedures, and guidelines. In 2022, the Unit continued to communicate via the UJ Circulars platform to inform the UJ community of governance documents that were reviewed and approved in 2022. Policy owners were further notified of documentation due for review and approval in 2023. This assisted in creating awareness and served as a continuous reminder to policy owners and responsible divisions as to the status of documents within their relevant domains.

During 2022, 60 governance documents were reviewed and approved. The Corporate Governance page on the intranet, which contains UJ Governance documents, was reviewed, and documents were classified according to specific categories, which assisted employees with locating the required document. During the latter part of 2022, Corporate Governance created and implemented a policy checklist to accompany policy documents submitted for publication. The policy checklist was implemented to ensure that policy owners followed the governance approval process and that the final document submitted complied with the format of UJ governance documentation. This resulted in further streamlining the process.

Challenges experienced within the policy environment related to non-adherence to the review timelines by certain domains. To address this challenge, multiple forms of communication will be utilised as reminders to policy owners.

2.2.3 University Academic Regulations

The review and approval process for the University Academic Regulations is conducted annually and involves ratifying 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 previous version of the University Academic Regulations was shared with the working group via the MS Teams platform to ensure active consultation and engagement with the relevant portfolios within UJ. The working group reviewed the 2022 Regulations to inform the 2023 Regulations regarding accuracy, consistency, and applicability. The proposed amendments served at Faculty Boards for input. The Office of the General Counsel was also consulted.

The amended University Academic Regulations for 2023 served at the last Senate meeting of November 2022 for approval. The following amendments were approved for 2023:

- Certain clauses were rephrased for the purpose of providing clarity, and minor editorials were made throughout the document to align with Policies.
- The Addendum pertaining to the Amendment to the Academic Regulations which were impacted by Covid-19, was removed.
- Certain definitions and concepts were expanded upon as well as reshuffled and clustered for ease of reference. New definitions and concepts were added.
- The section on Admissions was updated and aligned to the Admission and Selections Policy.
- The sections relating to Registration as well as the Duration of Programmes were expanded on.
- The section on Obtaining a qualification was reworded per qualification type for better understanding.
- The sections pertaining to Master's programmes and Doctoral programmes were amended.
- The list of relevant policies was updated to include policies pertaining to the students.

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

2.2.4 Senate membership list and attendance

The Governance Unit facilitates and coordinates the compilation of the Senate membership list to ensure that membership complies with the Institutional Statute and Senate Charter. The Heads of Faculty Administration and Human Capital Management Division were consulted to verify Senate membership status regarding new appointments, promotions, retirements, and resignations. Three out of four Senate meetings were held online during 2022, with the final meeting following a hybrid format. Due to the online format, increased attendance was maintained in 2022.

2.2.5 Access to information

Access to information involves requests received from internal and external stakeholders electronically or via the online PAIA platform. During 2022 the Unit received two POPI Update requests as well as 50 internal and external PAIA requests electronically or via the online platform.

UJ submitted the Section 32 Report to the Information Regulator as part of the PAIA Reporting Process.

2.2.6 B-BBEE certification

The Unit coordinated the B-BBEE status preparation for 2021 in terms of the five identified pillars. The verification process entailed collecting data and information relating to the elements of the UJ Annual Performance Plan. The Verification Agency (external to UJ) continued utilising the central platform to receive supporting documentation from the various pillars, which streamlined the data collection process. Interviews were conducted online with senior management and other personnel of the University.

A B-BBEE certificate for 2021 was issued in June 2022, with a validity period of one year. The UJ B-BBEE verification process review for 2022 will be concluded during the first semester of 2023.

2.2.7 Management of the Commissioners of Oaths appointment process

The Corporate Governance Division manages the appointment of Commissioners of Oaths for the University in accordance with the relevant legislation. For 2022, the University had 66 Commissioners of Oaths across all four campuses.

2.2.8 Convocation

Corporate Governance managed the governance related to Convocation. This involved the secretariat function of the Executive Committee meetings as well as the Annual General Meeting. The Executive Committee of Convocation commenced the 2022 year with a fruitful strategic planning session to discuss the rollout of targeted projects. Corporate Governance also managed the nomination and election process for the four executive committee members whose term of office was expiring in September 2022. Towards the latter part of 2022, the secretariat function of Convocation was transferred to the University Secretariat Division of UJ.

2.2.9 Governance Projects

The Division was actively involved in three governance and compliance-related projects, which continued with implementation in 2022. The projects included:

- The Compliance Project under the Risk and Financial Governance domain
- The Data Protection Project under the domain of the Office of the General Counsel
- The King IV Gap Analysis Project under the domain of the Registrar

2.2.9.1 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. A workshop was held to compile the Compliance Profile for Corporate Governance together with a list of key legislation. Regular steering committee meetings were attended, and feedback provided where necessary. Phase one of the Compliance Project was completed at the end of 2022.

2.2.9.2 Data Protection Project

The Data Protection Project resided under the domain of the Office of the General Counsel. Corporate Governance was actively involved in this Project as they were identified as the champion for the Registrar's Portfolio with the role of co-ordinating activities related to this project. As part of the Data Protection Project, a webpage was created for the Promotion of Access to Information and the Protection of Personal Information. The Governance Unit, in collaboration with the Division of Information and Communication Systems, developed an internal system allowing internal and external stakeholders to submit requests online via the POPIA and PAIA platform. As part of the initial phase, requests were also received via the generic email addresses created.

The PAIA Manual was updated for 2022. The Information Officer and Deputy Information Officers were registered with the Information Regulator in terms of Section 55(2) of the Protection of Personal Information Act 4 of 2013. Information Advisors were also identified within UJ to assist the Deputy Information Advisors with the processing of requests received.

2.2.9.3 King IV Project

The Registrar was responsible for the King IV Project and tasked Corporate Governance with driving this project together with various stakeholders within UJ. The multiyear King IV Project continued in 2022. A Council Workshop was held during January 2022. The workshop was facilitated by the Institute of Directors Southern Africa (IoDSA). The purpose of the workshop was to deliberate on the recommendations from the IoDSA report. Following the workshop, the task team that formed part of the self-assessment review was tasked with compiling an Action Plan together with timelines to address the gaps identified. The Action Plan provided a summary of the findings, and this served at the Management Executive Committee and Council meetings for input. Regular updates were provided to Council on the progress made with regard to the Action Plan.

2.3 Qualification Verification Unit

The Qualification Verification Unit (QVU) is responsible for managing the issuing of UJ Academic Documentation for alumni and previously registered students. Academic Documentation includes Academic Transcripts, Confirmation Letters, and Academic Transcript Supplements. The QVU also provides Third-Party Verification services. Various online systems and platforms are utilised to assist with the execution of these functions.

2.3.1 Transcript Supplements

In 2022, 854 requests were received by the Qualification Verification Unit from the Institution's order platforms, namely, HIVE, Digital Certificates, and Manual Orders. Of these, 789 requests were

successfully processed, and 65 requests were declined due to either non-payment of the requisite fee or a financial block. In comparison to the previous year, a substantial decline was observed in transcript supplement requests.

Table 1 reflects a breakdown of the requests received for 2022:

Table 1: Transcript Supplement Requests for 2022

TRANSCRIPT SUPPLEMENT REQUESTS	HIVE	DIGITAL CERTIFICATES	MANUAL ORDERS	TOTAL
Total Requests Received	728	101	25	854
Successful Requests	679	85	25	789
Declined Requests (Due to non-payment and/or incorrect proof of payment)	40	N/A	0	40
Requests with Financial Blocks	9	16	0	25

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

To strengthen internal stakeholder relations, workshops and engagement sessions were held with Faculties which brought about significant improvement in business processes by streamlining the transcript supplement processes and procedures.

The Qualification Verification Unit also embarked on the Transcript Supplement Project as tasked by the Registrar to standardise the issuing of Academic Transcript Supplements. The Transcript Supplement contains a description of each successfully completed module. The current process of obtaining Transcript Supplements is manually driven and time-consuming. The purpose of the project was to utilise technology to automate and streamline the process, resulting in the timeous execution of requests. Three data capturers were appointed to assist with the Transcript Supplement Project. The project entailed capturing information from the various Faculty Rules and Regulations books to allow for the extraction of data and creation of a Transcript Supplement which includes modules that have been completed together with the purpose and outcome of particular modules. This project will allow UJ to automatically generate and issue Transcript Supplements within a short period as opposed to 20 days. Information for 2009 to 2019 was captured.

2.3.2 Academic Records and Special Letters

During 2022, 2 531 orders were received from the institution's order platforms, namely, HIVE and Digital Certificates. Of these, 2 234 requests were successfully processed, and 297 requests were declined due to either non-payment of the requisite fee or a financial block.

Table 2 indicates the orders for academic records as well as special letters for 2022.

Highlights from the Qualification Verification Unit relating to Academic Record and Special Letter requests included the implementation of the 'Electronic Copy' only option on the HIVE system in 2021 which assisted with turnaround times during 2022 regarding the completion of orders. Special Letters were also password protected before being sent out to ensure compliance with the POPIA. Furthermore, Standard Operating Procedure documents were created for each portfolio within the Qualification Verification Unit to always ensure business continuity.

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 experienced an increase in third-party verifications for 2022. A total of 17 882 requests were processed.

Table 2: Academic Record and Special Letter requests for 2022

MONTH	COMPLETED		FINANCIAL BLOCK	DECLINED
	HIVE	DIGITAL CERTIFICATES		
JANUARY	150	18	10	21
FEBRUARY	201	20	10	18
MARCH	171	12	13	9
APRIL	130	9	14	6
MAY	166	7	7	10
JUNE	155	7	13	13
JULY	172	8	13	4
AUGUST	176	15	23	13
SEPTEMBER	227	5	24	11
OCTOBER	228	6	33	8
NOVEMBER	232	9	9	11
DECEMBER	106	4	1	3
TOTAL 2022	2114	120	170	127
TOTAL 2021	1154	258	33	125
TOTAL 2020	818	234	48	96

2.4 Records Management Unit

The Unit's core function is to oversee the life-cycle management of records for the University in accordance with legislation, regulations, and standards. In addition, the relevant UJ policies and standard operating procedures guide the wider University in terms of the management of records.

The RMU is responsible for Records Management which is further categorised into Electronic Records and Physical Records. The Unit also manages the record keeping of signed contracts.

Various systems and platforms are utilised to perform the functionalities within RMU, which include – Service Manager Console, FileZilla, O'Neill System, etc.

2.4.1 Records management

2.4.1.1 Electronic Records

The life-cycle management of electronic records encompasses the creation, classification, capture, usage, storage and disposal of, and access to records. An Electronic Document and Records Management System (EDRMS) is utilised to manage electronic records. This system is governed by the RMU in collaboration with the Information and Communication Systems (ICS) Division and is utilised widely within the University.

The EDRMS supports business processes and includes a central repository enabling UJ to access information as and when required. The Unit provides guidance on the design, implementation, and management of records within the EDRMS and the responsibilities of stakeholders.

Numerous solutions were maintained in the EDRMS environment. Ten projects relating to the EDRMS were identified for 2022, of which eight were completed. One of the vital projects was the upgrade of the Perceptive Content Production environment, from Perceptive Content 7.1.5 to Perceptive Content Foundation EP4. This was completed in March 2022 without any lapse in service delivery or downtime of the system.

To support business process owners, enhancements to seven existing solutions were also completed successfully. One of the enhancements included the development of a new process for splitting records within the EDRMS. This had a positive impact by reducing the hours allocated to splitting and minimising human error. Another enhancement was the records repository created for Student Finance; this enabled students to submit financial requests for Acknowledgement of Debt and Refunds, resulting in a central repository for all student records with controlled access. Improvements were made to the Contract Management solution which allowed contract owners to submit signed contracts via an online form thereby eliminating the manual capturing and indexing of contracts by RMU staff. Another crucial project was related to data quality, whereby over 16 500 historical student records were reviewed. Overall, the projects assisted business process owners across UJ with implementing record management principles.

Access to the system was provided to 109 new users, with 130 existing users made inactive and removed. In total 30 575 documents were processed, with 106 229 documents being imported into the system after splitting. A total of 239 520 documents were taken up in Perceptive Content.

Minimal risks were identified in 2022, one of which related to the absence of a UJ training portal, impacting the compulsory EDRMS training requirement. The other risk was associated with an external service provider which impacted the service delivery to internal stakeholders.

2.4.1.2 Physical Records

The life-cycle management of physical records involves the creation, classification, capture, usage, storage and disposal of, and access to records. The Unit provides guidance on managing records identified for offsite storage and the responsibilities of stakeholders. External service providers are appointed to support the Unit in the execution of its duties.

335 boxes of paper records were collected across the University for off-site storage. Planned disposals amounted to 4980kg, and ad hoc disposals totalled 25 tons. The RMU continued to facilitate the collection, retrieval, and disposal of paper records within UJ.

2.4.2 Contract management

The primary purpose of contract management entails the recordkeeping of signed contracts on the EDRMS. The business process involves the upload of contracts into Perceptive Content as well as the provision of notifications to the contract owners. In addition, the Unit facilitates access to contracts as requested.

The RMU administers the record-keeping of numerous categories of contracts for the University. Most contracts were received from non-academic environments. UJ has 6362 contracts in various life-cycle stages, which are retained as vital records within the EDRMS. Statistics for 2022 indicate that of the 6362 contracts, 281 are new, 133 have an active status, and 265 have reached an expiration date. Since 2020, most of the contracts received have been in electronic format, with only a limited number of contracts submitted in physical form.

During the second semester, the submission of contracts was reviewed to simplify the process for submission via an EDRMS eForm.

3. RESOURCE MANAGEMENT

3.1 Human Resources

3.1.1 Employee Profile

The Division consisted of 12 permanent employees. One temporary employee was appointed for the year within the QVU. In addition, three temporary employees were appointed for the Transcript Supplement Project, which commenced in March 2022 and ran until November 2022. The RMU also appointed a temporary employee for a Data Capturing and Indexing Project for a seven-month period. Tables 4 and 5 reflect the race and gender profile within the Division.

Table 4: Employee Profile for Permanent Employees

GENDER	AFRICAN	COLOURED	INDIAN	WHITE
Female	4	1	2	2
Male	3	–	–	–
TOTAL	7*	1	2	2

*Two African females resigned in 2022, and two African males were appointed to fill these vacancies.

Table 5: Employee Profile for Temporary Employees

GENDER	AFRICAN	COLOURED	INDIAN	WHITE
Female	3	–	–	1
Male	1	–	–	–
TOTAL	4	–	–	1

3.1.2 Appointments, Resignations and Vacancies

- Ms Faith Nephawe resigned from the position of Administrative Assistant in April 2022, with her last working day being 31 May 2022.
- Mr Mabandla Twane was appointed on 1 August 2022 to fill the vacancy of Administrative Assistant.
- Ms Jollity Ratladi resigned from the position of Administrative Officer: Records in August 2022, with her last working day being 31 August 2022.
- Mr Mashamaite Mphela was appointed on 1 November 2022 to fill the vacancy of Administrative Officer: Records.
- Dr Vanishree Pillay resigned from the Senior Manager position in September 2022, with her last working day being 31 October 2022.
- Ms Masegou Mathe resigned from the Administrative Assistant III position in October 2022 with her last working day being 30 November 2022.

3.1.3 Skills development

- Employees within the Corporate Governance Division attended various UJ-related Training and Information Sessions. Employee Wellness was a key focus area in some of the Information Sessions.
- POPIA Awareness was identified as a vital requirement, and all employees within Corporate Governance were requested to familiarise themselves with the content thereof.
- Ms Lee-Anne Govender registered for the first year of a PhD with the University of Johannesburg. In terms of training and development, she attended the Higher Education Resource Services South Africa (HERS-SA) Conference in September 2022 as well as the Higher Education Leadership and Management (HELM) Foundations of Leadership Programme in November 2022.
- Ms Nicolette Olivier enrolled to continue with her studies in BA: Records and Archives Management.
- Ms Jollity Ratladi registered for her BA Honours in Archives and Records Management.
- Ms Faith Nephawe continued with the Master's in Public Management and Governance qualification and was enrolled for a third academic year.
- Ms Beverly Magome registered and successfully completed the first year of a Bachelor of Business Administration Degree.
- Employees within the RMU attended the O'Neill Supplier Platform training.

3.1.4 Team Development

A mid-year review session was held to reflect on achievements as well as objectives still to be attained for the year. The session also provided an opportunity for staff engagement and fun activities in an informal setting. The Division further celebrated special occasions throughout the year.

3.1.5 Long Service Awards

Ms Lee-Anne Govender received a long service award for fifteen years of service.

3.2 Financial Management

The budget of the Corporate Governance Division was effectively managed and posed no risks for 2022.

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 of 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.

4. RISKS AND MITIGATION STRATEGIES

The identified risks and challenges within Corporate Governance included:

- Lack of historical student data which posed a risk within the QVU and RMU.
- Non-compliance with the stipulated service delivery turnaround times to external stakeholders which posed a reputational risk within the QVU.
- Signed contracts not being submitted to the RMU for record-keeping purposes.

Based on the risks identified, the following measures were implemented to mitigate these risks:

- Pre-merger institutional records as well as records for non-subsidised programmes that were submitted to the RMU are in the process of being digitised.
- The Transcript Supplement Project was initiated in 2022 to reduce the turnaround times related to the processing of these documents. Engagement sessions were also arranged to reiterate business processes.
- To mitigate the risk related to the non-submission of contracts to the RMU, the unit has implemented notifications distributed via email to the contract owners.

5. CONCLUSION AND WAY FORWARD

The Corporate Governance Division performed an essential role in the University and provided services to internal and external clients. The Division continually strives to close gaps within its three units.

Based on previous risks identified, the Division embarked on several projects to enhance business processes to address these challenges by effectively utilising technology.

The Division looks forward to meaningful engagements with its stakeholders during 2023 and will continue to explore innovative techniques to drive quality service delivery.

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.

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

The quality of the University Secretariat services 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 committee(s) of the Council and Senate.

In addition to the professional support being rendered to the selected 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 towards improving the committees' overall governance.

STRATEGIC FOCUS AND TARGETS

- Agendas for meetings were circulated one week before the meeting, and in the case of MEC meetings, at the latest, on the Friday before the Tuesday meeting.
- Minutes were distributed ten working days after the meeting, with exceptions allowed.
- The quality of the agendas and minutes remained extremely high, and the staff members are continuously complimented in this regard. The individual and collective efforts of the staff ensure that the University Secretariat makes a valuable contribution towards "enhancing the excellence and stature at UJ".
- Committee-specific induction packs for new members and permanent invitees of Council and Council committees, Senate and Senate Committees and MEC and MEC committees were provided to new members. 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 the parties concerned.

■ Performance management

Employees in the University Secretariat completed and signed their respective performance contracts in February 2022. Their annual performance reviews were undertaken in October 2022.

■ Achievements during 2022

- Whilst it is the committee members' responsibility, the University Secretariat staff will, if time permits, quality-check documents before being submitted to the committees.
- 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 the staff members receive compliments/ words of appreciation for the quality of their work and dedication.
 - Assuming additional work resulting from the COVID-19 pandemic: 9 special MEC meetings, 6 special MECA meetings and 7 COVID-19 Coordinating Committee meetings.
 - Reviewing the statutory committee charters/schedules of business.
 - Providing in-service training to two new Committee Administrators to ensure the successful assumption of responsibility for identified statutory committees. Mss L Fisher and N Thusi slotted in as part of the team without any challenges and took over senior committees as if they had been doing the work for a long period.
 - Implementing a slight change in agenda formats resulted in the preparation time of the agendas being reduced significantly, as the numbering pages of the agenda documentation were removed.

- Updating the schedules of business for the applicable Council committees to include the King IV actions, where appropriate.
 - Implementing two Council Induction sessions, which will take place in January and July each year, effective 2023.
 - Amending the format for Council and Council committee performance reviews, which will rotate between a simplified review (members to respond to four questions), and an in-depth performance review (using an updated version of the existing performance review instruments). The Council will conduct an independent external review in the third year.
 - Expanding the reporting on Council committees (attendance and purpose) and the payment of honoraria for attending meetings (external Council members) for the UJ Annual Report for 2021 (compiled in 2022).
 - 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).
- **Challenges in 2022**
- Late submission of documentation for inclusion in agendas remains a challenge.
 - Linked to the above critical challenge was 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 Officer.
- Equity profile:

GENDER	DEMOGRAPHICS
Female	One Black Two Coloured Two White

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

RESOURCE MANAGEMENT AND SUSTAINABILITY

- Financial status of the Division
- The budget expenditure for 2022 was on target, with no over-expenditure reported.
- Paperless meetings
- All statutory committees are paperless and agendas are distributed via Dropbox (Council and its committees) or OneDrive (Senate and MEC and their committees). Where external committee members could not access Dropbox, their meeting packs were distributed via email.
- Waste management
- Environmental sustainability efforts include full support of 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.
- 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 a South African higher education sector leader. Several of our peers at other universities 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, delivering 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

14 April 2022

Appendix A

A cumulative report of services provided by the University Secretariat for meetings held in 2022:

DATE	MEETING
17 January 2022	Special MEC
18 January 2022	COVID-19 Coordinating Committee
19 January 2022	Enrolment Management Committee
24 January 2022	Council Governance Workshop
25 January 2022	Enrolment Management Committee
26 January 2022	Management Executive Committee: Strategic Breakaway
27 January 2022	Management Executive Committee
31 January 2022	Special MEC
01 February 2022	Management Executive Committee: Academic
02 February 2022	COVID-19 Coordinating Committee
02 February 2022	Enrolment Management Committee
03 February 2022	Special MEC
03 February 2022	Senate Higher Degrees Committee
07 February 2022	Management Executive Committee: Commercialisation Committee
08 February 2022	Special Management Executive Committee: Academic
08 February 2022	Institutional Forum
09 February 2022	Enrolment Management Committee
09 February 2022	Investment Committee
10 February 2022	Special MEC
10 February 2022	ELG Informal gathering/lunch
14 February 2022	Executive Committee of Senate
15 February 2022	COVID-19 Coordinating Committee
16 February 2022	University Research Committee
16 February 2022	Enrolment Management Committee
17 February 2022	Management Executive Committee
21 February 2022	Senate Teaching and Learning Committee
21 February 2022	Financial Sustainability Committee of Council
22 February 2022	Senate Academic Freedom Committee
23 February 2022	Projects and Resourcing Committee of Council
24 February 2022	Special MEC
24 February 2022	Human Resources and Social Ethics Committee of Council
24 February 2022	Executive Committee of Council
28 February 2022	Senate Research Ethics Committee
01 March 2022	COVID-19 Coordinating Committee

DATE	MEETING
01 March 2022	Management Executive Committee: Transformation Committee
03 March 2022	Special MEC
03 March 2022	Senate Higher Degrees Committee
04 March 2022	Special Management Executive Committee: Academic
08 March 2022	Management Executive Committee: Risk Management
09 March 2022	Special Management Executive Committee: Academic
10 March 2022	Special MEC
18 March 2022	COVID-19 Coordinating Committee
22 March 2022	Senate
24 March 2022	Management Executive Committee
25 March 2022	Special Executive Committee of Council
29 March 2022	Special Institutional Forum
30 March 2022	Special Management Executive Committee: Academic
31 March 2022	Special MEC
31 March 2022	Special Human Resources and Social Ethics Committee of Council
31 March 2022	Council
01 April 2022	COVID-19 Coordinating Committee
11 April 2022	Senate Higher Degrees Committee
14 April 2022	Special MEC
14 April 2022	Special Management Executive Committee: Academic
19 April 2022	COVID-19 Coordinating Committee
20 April 2022	Audit and Risk Committee of Council
21 April 2022	Management Executive Committee
25 April 2022	Senate Research Ethics Committee
26 April 2022	Confidential ARCC
28 April 2022	Special Management Executive Committee: Academic
04 May 2022	Institutional Forum
04 May 2022	UJ Trust
05 May 2022	Special MEC
05 May 2022	Senate Higher Degrees Committee
05 May 2022	Investment Committee
09 May 2022	University Research Committee
10 May 2022	Senate Teaching and Learning Committee
12 May 2022	Special MEC
12 May 2022	Executive Committee of Senate
16 May 2022	Financial Sustainability Committee of Council

DATE	MEETING
17 May 2022	Special Management Executive Committee: Academic
19 May 2022	Special MEC
24 May 2022	Management Executive Committee
24 May 2022	Senate Academic Freedom Committee
25 May 2022	COVID-19 Coordinating Committee
25 May 2022	Projects and Resourcing Committee of Council
26 May 2022	Special Senate Teaching and Learning Committee
26 May 2022	Human Resources and Social Ethics Committee of Council
26 May 2022	Executive Committee of Council
26 May 2022	Remuneration Committee of Council
30 May 2022	Executive Leadership Group: Annual Reporting
31 May 2022	Executive Leadership Group: Annual Reporting
01 June 2022	Management Executive Committee: Transformation Committee
02 June 2022	Special MEC
02 June 2022	Senate Higher Degrees Committee
07 June 2022	Management Executive Committee: Academic
08 June 2022	Management Executive Committee: Commercialisation Committee
09 June 2022	Special MEC
13 June 2022	Senate
14 June 2022	Management Executive Committee: Breakaway
15 June 2022	Management Executive Committee: Breakaway and meeting
20 June 2022	Management Executive Committee: Risk Management
21 June 2022	Special Institutional Forum
22 June 2022	COVID-19 Coordinating Committee
23 June 2022	Special MEC
23 June 2022	Special Human Resources and Social Ethics Committee of Council
23 June 2022	Council
23 June 2022	Special Remuneration Committee of Council
21 July 2022	Management Executive Committee
26 July 2022	Special Council
28 July 2022	Special MEC
01 August 2022	Special Management Executive Committee: Academic
01 August 2022	Institutional Forum
02 August 2022	Management Executive Committee: Transformation Committee
03 August 2022	Senate Research Ethics Committee
04 August 2022	Special MEC

DATE	MEETING
04 August 2022	Senate Higher Degrees Committee
04 August 2022	Special Senate
11 August 2022	Senate Teaching and Learning Committee
11 August 2022	Investment Committee
12 August 2022	COVID-19 Coordinating Committee
15 August 2022	Executive Committee of Senate
16 August 2022	UJ Awards Committee
17 August 2022	University Research Committee
17 August 2022	Audit and Risk Committee of Council
18 August 2022	Management Executive Committee
22 August 2022	Management Executive Committee: Commercialisation Committee
22 August 2022	Financial Sustainability Committee of Council
23 August 2022	Management Executive Committee: Academic
24 August 2022	Projects and Resourcing Committee of Council
25 August 2022	Human Resources and Social Ethics Committee of Council
25 August 2022	Executive Committee of Council
25 August 2022	Special Remuneration and Nomination Committee of Council
31 August 2022	Management Executive Committee: Risk Management
01 September 2022	Special MEC
01 September 2022	Senate Higher Degrees Committee
12 September 2022	Senate
13 September 2022	Special Senate
13 September 2022	Special Financial Sustainability Committee of Council
14 September 2022	Representative Stakeholders Group
15 September 2022	Management Executive Committee
20 September 2022	Special Institutional Forum
22 September 2022	Special Human Resources and Social Ethics Committee of Council
22 September 2022	Council
22 September 2022	Special Remuneration and Nominations Committee of Council
26 September 2022	Executive Leadership Group: Strategic Breakaway
27 September 2022	Executive Leadership Group: Strategic Breakaway
28 September 2022	Executive Leadership Group: Strategic Breakaway
05 October 2022	Senate Research Ethics Committee
05 October 2022	Management Executive Committee: Transformation Committee
06 October 2022	Special MEC
06 October 2022	Senate Higher Degrees Committee

DATE	MEETING
10 October 2022	University Research Committee
13 October 2022	Executive Committee of Senate
18 October 2022	Senate Teaching and Learning Committee
19 October 2022	Audit and Risk Committee of Council
20 October 2022	Management Executive Committee
24 October 2022	Financial Sustainability Committee of Council
25 October 2022	Institutional Forum
25 October 2022	Senate Academic Freedom Committee
26 October 2022	Projects and Resourcing Committee of Council
27 October 2022	Human Resources and Social Ethics Committee of Council
27 October 2022	Executive Committee of Council
27 October 2022	Special Remuneration and Nominations Committee of Council
31 October 2022	Management Executive Committee: Strategic Breakaway
01 November 2022	Management Executive Committee: Strategic Breakaway
02 November 2022	Management Executive Committee: Strategic Breakaway
07 November 2022	Special Senate
07 November 2022	Investment Committee
08 November 2022	Management Executive Committee: Risk Management
09 November 2022	Senate Higher Degrees Committee
14 November 2022	UJ Trust
15 November 2022	Management Executive Committee: Academic
16 November 2022	Senate
17 November 2022	Special MEC
17 November 2022	Management Executive Committee: Commercialisation Committee
21 November 2022	Enrolment Management Committee
22 November 2022	Special Institutional Forum
24 November 2022	Remuneration Committee and Nomination of Council
24 November 2022	Special Human Resources and Social Ethics Committee of Council
24 November 2022	Council
25 November 2022	Council Workshop
29 November 2022	Management Executive Committee



Occupational Health Practice

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1. OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

1.1 Operating context

The UJ Occupational Health Practice (OHP) is a well-established department operating from Campus Health Clinics on all four campuses and reporting to the Registrar's portfolio. The OHP functions with a contracted Occupational Medical Practitioner (OMP) (visiting each campus once a month), three permanent Occupational Health Nurse Practitioners (OHNP), one Locum OHNP and the OHP Manager. One Administrative Officer and two Student Assistants are appointed yearly.

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. Local regulatory and professional authorities further define and control professional scopes of practice. The OHP operates under the designation of the Director-General: National Department of Health, whereby nurses are authorized to practice and dispense medication.

The health risk-based approach of the OHP implies regular inclusive collaboration and consultation with several departments in UJ e.g., the Occupational Safety Department, the Centre for Student Health and Wellness, Risk Management, Protection Services, Centre for Academic Technologies (CAT), and Event Risk Management. It also works closely with external partners in healthcare, food safety and travel medicine and with agencies such as the World Health Organization (WHO), the National Institute of Occupational Health (NIOH) and the National Institute for Communicable Diseases (NICD).

UJ 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. A consistently high client satisfaction rate exceeding 95% and positive narrative feedback were received.

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. In terms of the clinic permit and under section 56(6) of the new Nursing Act 33 of 2005, the Occupational Medicine Practitioner (OMP) authorizes Occupational Health Nursing Practitioners (OHNPs) to perform a health service within an organization regarding the physical examination of any person, diagnosing of any physical defect, illness or deficiency in any person, the keeping of prescribed medicines and the supply, administering or prescription thereof under 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 structure, through the Occupational Health Practice 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 Practice Committee is governed by its charter and reports to the Registrar's portfolio. The Manager 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. Staff Wellness and Campus Forum meetings are supported.

- **Policy reviews**

In terms of the cyclical review, policy and procedure documents were reviewed. Policies reviewed were; Occupational Health Practice, Occupational Health risk Assessment and Food Safety Policy.

- **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, 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 safe working environment and without risk to the health of his employees**' (Occupational Health and Safety Act 85 of 1993, as amended) (OHSA). The OHSA 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
- Health promotion through campaigns

2. HEALTH PRACTICE PERFORMANCE FOR 2022

2.1 RESPONSE TO COVID-19 PANDEMIC AND UJ COVID-19 MANDATORY VACCINE POLICY

- Since the beginning of 2022, COVID-19-positive cases have been low and manageable. Nationally, the management of COVID-19 regulations was updated, whereby contact tracing and updating of the quarantine register is no longer required. Follow-up throughout the year was made only on positive cases with symptoms. By 22 June 2022, the wearing of masks and other COVID-19 regulations were repealed nationally. The University Management relaxed the Implementation Protocols of the UJ Vaccination Policy on 24 June 2022. By the said date 97.77% of the UJ Community was vaccinated.
- 106 positive cases were reported for 2022, of which 76 were staff members and 30 students.
- From 2020 to 2022, we recorded 943 positive cases, of which 675 were employees and 268 were students. During the pandemic, 18 employees and one student succumbed to COVID-19.

Table 1: COVID-19 Pandemic statistics since 2020-2022 for staff only

COVID-19 SUMMARY STATS	2020	2021	2022
Positive cases reported to OHP	123	476	76
Hospitalizations	21	32	0
Quarantine cases	210	447	10
Staff on campus 7 days prior to testing positive	34	200	5
Recovered cases/rate	180 (98%)	638 (97.4%)	76 (100%)
Deaths related to COVID-19	2	16	0

2.2 HEALTH RISK ASSESSMENT (HRA)

The purpose of HRA is to identify risks in the work environment and mitigate them to ensure the optimal health of the UJ community. The audit intervals occur following the Occupational Health and Safety Act, 85 of 1993, as amended, and its regulations. Emerging risk is, however, assessed as it arises in addition to the annual audit plan. The target for 2022 was 227 assessments on the four campuses, including outsourced surveys, Food Safety and UJ outliers (UJ sites that are not inside the campuses).

Risk assessments may be tailored as qualitative risk assessments conducted by OHP Team, as reflected in the heat maps that have been developed for each campus and 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.

2.2.1 OUTSOURCED QUANTITATIVE OCCUPATIONAL HYGIENE SURVEYS 2022

2.2.1.1 Water Quality Survey

- Occupational Health Practice sourced a registered approved contractor to collect representative water samples from UJ bottled water, boreholes, and municipal water supply points, for a detailed set of analyses including Legionella, as prescribed by the South African National Standard SANS 241-1:2015.
- The purpose of this sampling and analysis was to determine if the potable water at all the campuses was of suitable quality for humans and other uses.

- Reports were received and distributed to Facilities and Occupational Safety for intervention for risk mitigation where challenges were identified.

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. The 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 is 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	Basic Life Support training is arranged annually for Professional Nurses. The emergency room at all clinics is equipped with emergency trolleys and written protocols.
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 was conducted, and Risk Action Plan was operationalized. Triage plans were designed for each campus control room.
10	Confidentiality breach	Confidentiality agreement	Confidentiality agreements are signed by all Occupational Health staff.

2.2.1.2 Survey at the Faculty of Health Sciences DFC

- The purpose was to establish compliance with the requirements of the regulations of the OHS Act (85 of 1993) that relate to lighting, ventilation, laboratory fume cupboards and hazardous chemical agents, and to make recommendations where any non-conformances were identified. Reports were received and distributed to the Faculty, Facilities Division and Occupational Safety Department to implement recommendations.

2.2.1.3 Food safety monitoring

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 were 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.
- **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 consists of a total risk score of all risk categories, with the exception of Microbiological acceptance.
- **Overall food safety performance and risk score for 2022**
 - 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 2022 as indicated in Table 3.
- **General findings**
 - The overall annual food safety score is 89%, which is above the minimum international criterion of 85%.
 - The microbial overall score is 97% and the housekeeping and maintenance score is 81%.
 - The latter is low due to the non-compliance of some outlets and in some cases to aging infrastructure.
 - Corrective measures were communicated to the food owners regarding housekeeping and maintenance, and the Facilities Department is attending to the required renovations.

Table 3: Results of the four audit rounds

Campus	Housekeeping & Maintenance				Microbiological Score				TOTAL SCORE			
	March	June	Sept	Nov	March	June	Sept	Nov	March	June	Sept	Nov
DFC Average	83%	76%	84%	78%	100%	100%	100%	93%	92%	88%	92%	85%
SWC Average	78%	79%	81%	70%	88%	94%	100%	92%	83%	87%	90%	81%
APK Average	79%	79%	83%	86%	98%	98%	98%	95%	88%	89%	91%	90%
APB Average	83%	84%	83%	88%	98%	100%	94%	96%	93%	92%	89%	92%
JIAS Average	90%	79%	79%	74%	100%	100%	100%	100%	95%	90%	90%	87%
2022 performance	81%				97%				89%			

- The microbiological score has remained above 90% in the past 4 years as indicated in Figure 1 below, 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 consistently 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.

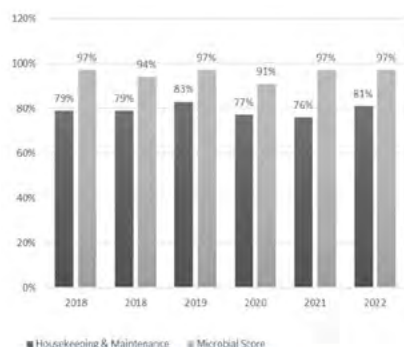


Figure 1: Cumulative Housekeeping, Maintenance and Microbiological score since 2018



Figure 2: Sites Risk Rating

2.2.2 HRA Qualitative assessments conducted by OHP Team

- The UJ qualitative Occupational Health risk profile was updated to reflect the 2022 status, based on all health risk assessments conducted on all campuses.
- In total, 94 units were assessed, risks were identified and ratings of high, moderate, or low risk allocated as shown in Figure 2. The campus presenting the most risks overall was DFC at 35, followed by APB at 21, APK at 18, SWC at 11 and the Outliers at 9.

11 HIGH risks areas

- HIGH risks consisted of poor housekeeping, aging infrastructure, roof leaks and poor ventilation leading to potential injuries and occupation-related ill health. The campus with the highest number of high risks was APK with 3 areas, while the other campuses and the outliers presented 2 areas each with high risk.

33 Moderate risk areas

- Moderate risks consisted of incorrect use of PPE, lack of warning signage, chemical exposure risk and exposure to biological agents due to poor management of waste. DFC campus had the highest number of moderate risks (12), with low risks in 21 areas.

Health risk interpretation and response

All identified health risks are 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 4.

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

Table 4: 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			

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; a copy is 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.

The following Figure 3 summarises all the work done in relation to identifying and assessing risk targets planned for 2022. A 100% completion rate can be noted despite the challenges of COVID-19 pandemic in the beginning of the year.

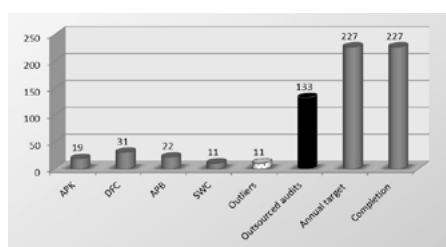


Figure 3: Completions in relation to OH risk assessment targets

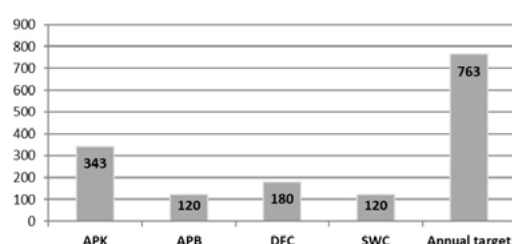


Figure 4: Medical Surveillance Completions per Campus 2022

2.3 MEDICAL SURVEILLANCE PROGRAMME

- **Medical Surveillance compliance**

- Health surveillance of employees is undertaken to prevent the 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 the Occupational Medical Practitioner (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 the OMP after Health Risk Assessment findings.

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

- For UJ to comply with the Occupational Health and Safety Act, a total of 744 medical examinations were due in 2022. However, in terms of the available personnel, the achievable number of examinations on the four campuses was 580. The highest difference was at APK, with 164 outstanding medicals.
- Compliance was ensured by outsourcing 164 of the examinations, and a total number of 763 medical examinations was achieved.

2.4 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. After 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. An invitation is sent out to identified members; should they accept the invitation; appointments are scheduled with OHNPs on their respective campuses and feedback is given through OMP. For 2022, 14 out of 107 members participated in the programme.

2.5 MENTAL HEALTH MANAGEMENT, AND INCAPACITY CASES MANAGEMENT PROGRAMME

Spontaneous contact made with this Practice or psychological/psychiatric emergencies often prompts customized or discreet interventions in support of mental health. 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 should the need for incapacity case management arise.

Incapacity cases are managed as follows:

- Employees are referred by Human Capital Management (HCM) and other affected departments. The reason for referral includes ill health, poor job performance and absenteeism.
- The number of incapacity assessment cases had increased during 2021 due to COVID-19 pandemic and other ill health of employees.
- The relationship developed with Human Capital Management Department and other department, has led to more referrals to OHP. Therefore, four hours per month were allocated for Incapacity Clinic assessments with the OMP at APK, so that OMP's hours for Health Risk Assessment are not utilised for incapacity cases
- The Incapacity Clinic was initiated in June 2022, and feedback was given monthly to the Incapacity Forum. These sessions will continue in 2023.
- 23 cases were managed during 2022, 14 cases were concluded, and nine outstanding cases are carried over to 2023.
- We noted a decrease in the number of cases in 2022 compared to 2021, where 30 cases were managed. The decrease in 2022 is due to cases being well managed, which could be either the employee has recovered or declared permanently incapacitated and the COVID-19 pandemic.

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 analysis. 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.
- 27 staff members were included in this biannual medical surveillance. Their results were in the acceptable range.

During 2022, 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 not exceeded, and blood tests and physical assessments were within acceptable ranges.

2.7 CLIENT CONTACT SESSIONS

- 4 227 client contact sessions with OHP were devoted to occupational health interventions and other consultations.
- For the reporting year, occupational health interventions embedded in contact sessions were: 763 baseline and periodic medical assessments; 741 vision screenings; 315 lung function tests; 301 audiometric tests; 394 blood tests; and 103 Travel Medicine visits.

Table 5: Client contact session types

CLIENT CONTACT SESSION TYPES	TOTAL
Occupational Healthcare	2761
Resilience Programme ELG, PA and 50 HODs	14
Radiation medicals	27
Pre-placement, baseline & periodic medicals	763
Public Driver Permit assessments	10
Travel Medicine (pre-travel assessments; travel bags)	103
Blood tests	394
Post-exposure prophylaxis (PEP) after needle stick injury	0
Lung function tests	315
Hearing tests (audiometry)	301
Eye tests (vision screening)	741
Emotional debriefing	35
Injuries and emergencies	58
Primary Healthcare	1466
Vaccinations other than the Influenza campaign	112
OHNP & Dr Consultations	367
Ill health retirement & Incapacity assessments	27
Campaigns	580
Vaccinations: Influenza campaign	188
Blood tests: Movember PSA campaign	392
OHP Covid-19 case consultations	380
TOTAL CONSULTATIONS	4227

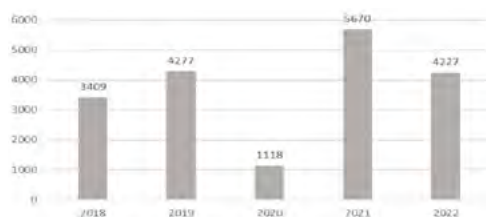


Figure 5: Cumulative Client contact sessions

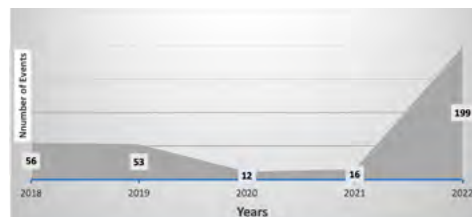


Figure 6: Annual event medical risk assessments since 2018

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 Director: Centre for Student Health and Wellness.

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 2022

- 199 events were managed on all four campuses by the OHP (compared to the 16 events managed in 2021). These included those with ER24 onsite and events requiring ER24 notification. Events included the 2022 registration period, graduation ceremonies at SWC and APK, and COVID-19 onsite vaccination campaigns.
- There were minor incidents reported related to student protests during registration and graduations. These were subsequently managed appropriately with support from ER24 and Protection Services.

■ Emergency Medical Response

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

2.8 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 OHSA 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 their 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 2022

- 103 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 2018 and 2019, employees were becoming aware of and utilizing the service. 2019 shows the highest use until the COVID-19 pandemic curtailed UJ official travel in 2020 and in 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.

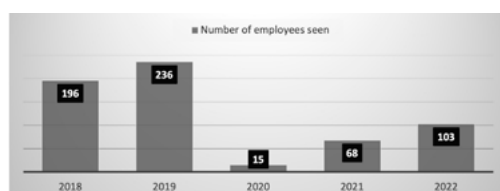


Figure 7: Five-year description of travel health assessments (2018-2022)

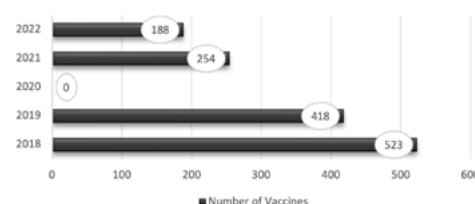


Figure 8: Influenza uptake over five years (2018-2022)

3. OCCUPATIONAL HEALTH PRACTICE CAMPAIGNS

3.1 INFLUENZA CAMPAIGN

The campaign started in mid-April. The OHP worked in collaboration with local pharmacies which facilitated the billing process via the employee medical aid scheme. 188 employees utilized the service. A decline was noted compared to 2021, where 254 vaccines were administered. The decline was attributed to onsite COVID-19 vaccination, as employees were reluctant to have both vaccinations. In 2020 no influenza vaccines were administered due to the Lockdown

3.2 JUNE: National Men's Month Health Awareness and Movember campaign

- A new National Men's Month Health awareness campaign initiative was carried out by OHP, to encourage UJ men to take care of their bodies and health by healthy eating, exercising and disease prevention.
- A total number of 183 males benefited from the campaign. Three employees with abnormal results were referred for treatment and others were booked for follow-up sessions.
- In the **Movember Campaign**, 209 PSA (prostate cancer) tests were conducted, and one employee was referred for further management.
- A total of 392 males participated in the campaign, compared to 181 in 2021.

Table 6: Number of participants per campus

CAMPUS	NUMBER OF PARTICIPANTS
SWC	63
APK	191
DFC	91
APB	47
TOTAL	392

- It can be noted from Figure 9 below, that the presence of a full-time OHNP at DFC and at SWC made an impact on the utilization of the National Men's Health and Movember programmes.
- 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.
- Below are the numbers of males who have benefited from the programme since 2018:

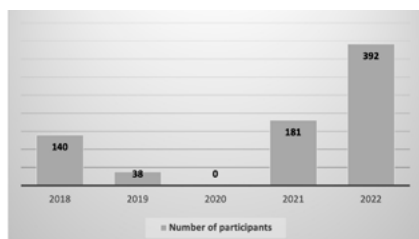


Figure 9: Utilisation of June National Men's Health and Movember Campaign over five years

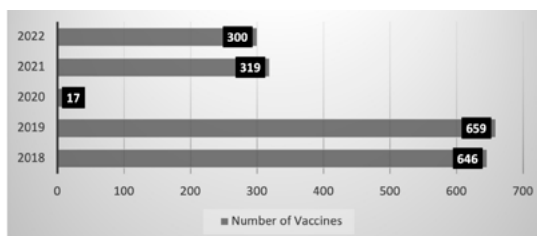


Figure 10: Vaccinations administered over five years

3.3 VACCINATION PROGRAMMES

A total number of 112 different types of vaccines were administered to food handlers, travellers, healthcare professionals and those exposed to sewerage and Hazardous Biological agents. 188 influenza vaccinations were administered, which amounted to 300 different types of vaccinations administered to employees in 2022 as in Figure 10.

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

- OHP assisted staff members requiring COVID-19 and Influenza vaccinations to keep them on duty and to reduce absenteeism.
- All OHNPs and the Departmental Officer 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 contacts 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 of communicating with colleagues.
- The return to work of vulnerable employees was managed through OHP as the rate of COVID-19 decreased, to ensure that staff returned to their workplace safely.
- Once the number of COVID-19 cases had decreased nationally and on campus, the opportunity was used to carry on with the Practice's 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 Four, Five and Six finds expression in various ways.

6.1 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.

6.2 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 Manager of this Practice is a member of Medichem.

6.3 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 students and 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 APPLICATION

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 in Table 7.

Table 7: UJ Support Service Indicators: Occupational Health Practice Contribution

UJ ASSIGNED KEY PERFORMANCE AREAS	OH PRACTICE PERFORMANCE INDICATORS	2022 TARGET
1. Transactional support services operated efficiently and effectively	a) Occupational Disease b) Food Safety Compliance rate c) Radiation exposure risk	0% 95% UJ average No skin dose > 0.15 mSv per wearing period. The annual whole-body limit of 20 mSv was never exceeded.
2. Satisfaction with services provided by Support Divisions	Positive narrative feedback	95%
3. Effective project management	Health Risk Assessments: annual completion rate Medical Surveillance targets: annual completion rate	90% 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 practices at HEIs. 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 8.

Table 8: 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	10			
	7	Professionally qualified, experienced specialists and mid-management	n/a		IC	

Equity profile

The population group equity profile of the OHP (permanent employees) at 90% 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 90% of the staff are 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 9: OHP Employee Profile

Black	White
5 (90%)	1 (10%)
Male	Female
0	6

Appointments, resignations, and succession planning

- Head: OHP resigned in February 2022
- Manager: OHP appointed June 2022
- Permanent OHNP appointed at SWC.

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

- 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 licenses and certificates in Eye testing/Vision Screening, Spirometry (Lung function testing certificate) and Audiometry (Hearing test certificate).
- The administrative assistant holds a UJ Business Administration Certificate.

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 undertake research and benchmarking and source opportunities for development. They report on and drive their sub-portfolios as in Table 10.

MANAGEMENT OF VACANCIES

- Vacancies filled in 2022 were those of the Manager and the OHNP on SWC.

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 UJ clientele, no professional services can be delivered to the community. This Practice, however, fully supports the

Table 10: OHNP's roles

OHNP	ROLES	SPACES RESPONSIBLE FOR
Miranda Tshabangu	Strategic management Practice management Research Affiliations/networking Risk profile OHP Policies & SOP management analyses/interpretation Prof registrations and CPD Events coordination ELG & PA programme management	ALL
Maegan Abels	Ergonomics Vision screening Benchmarking surveys in SA Chronic Disease management Drug/stock procurement WIL for OHN at UJ	DFC CAMPUS
Anne Henning	OHP Clinic Management Software Chronic Disease management Drug/stock procurement	APB CAMPUS JIAS JBS UJMA UJ on Empire
Margareth Langeveldt	Travel Health Campaigns Management Drug/stock procurement Chronic Disease management Incapacity Clinic & management	APK CAMPUS UJ STADIUM ORBAN WESTPORT
Sheila Mgabhi	Coordinating HR and other internal training Management of Student assistants.	All
Moipone Pakalitha	UJ Compliance Food Safety Calibration of all equipment Chronic Disease management	SWC Devland Campus UJ Island

annual Mandela Day initiatives. A plan is underway to extend services to a nearby school or day-care facility, and we are arranging to go there and do screening on the Care-Givers (for example for BP, HGT, and cholesterol).

- A box in our clinics or a designated area is planned for the donation of clothes and any other items for orphanages.

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.
 - Colleagues from the Centre for Student Health and Wellness 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 the hospital, and the Occupational Safety Department takes care of processing 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 Programme.
- The HR Wellness departments work together in managing cases of incapacity.
- **External stakeholder engagement reports and initiatives**
 - Occupational Hygienists are auditors of Health risks at UJ.
 - The NIOH and Waterlab are national research bodies on Occupational Health and assist us in analyses of water. Waterlab guides OHP in the suitability of water consumption for the UJ community.
 - 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 inspection of food premises by their Public Health Department during any 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 is the contact point for any 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 the 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, 96.2% 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 condition of good expiry dates.

13.3 Environmental sustainability

- Environmental sustainability efforts include full support for UJ's waste management and recycling initiatives, 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 radioactive waste are 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 into 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 of 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

- Most of the OHP activities were accelerated following the changes in COVID-19 regulations and decreased numbers of positive cases in the second quarter of the year. Despite that, our targets and plans were exceeded, as facilitated by the progression of the pandemic. Incapacity Clinic has been established at APK to manage incapacity cases referred to OHP in all four campuses. All OHNP book appointments for their cases to this clinic, which take place once a month for four hours.
- The appointment of a permanent Occupational Health Nurse Practitioner at SWC has been concluded and has brought about a valuable shift for the OHP and SWC employees. A request for APB for the conversion of the OHNP from half-day to full-day post has been submitted and is awaiting feedback. DFC is still functioning, and has been for the past 16 months, with a locum OHNP. A request has been submitted for a permanent post. On APK the OHP requires an additional staff member due to the high number of employees; one OHNP cannot cope with the service demands.
- The practice has only been able to address Occupational Health risks in terms of priorities due to its low human resources capacity; the services of OHP delivery are only sustainable through the use of insourced and Locum professionals.
- 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.

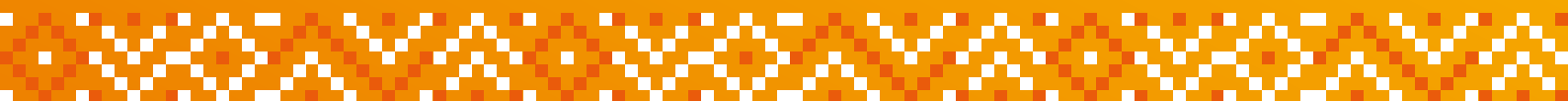
15.2 Objectives and targets for the period 2023-2024

- 267 Health Risk Assessments, including outsourced surveys and UJ outliers.
- 720 Medical Surveillances on all four campuses, including medical executive medical assessments.
- Participation in Healthy Campus Campaigns, supporting the 7 Pillars of a Healthy Campus, will ensure UJ remains certified as a healthy campus by the International University Sports Federation.
- Surveillance and preparation for global/local emerging communicable diseases such as Coronavirus-related disease, Influenza, Malaria, Ebola Viral disease and Typhoid.
- Trendsetting in OHP governance at a higher education institution; Wits has requested to benchmark as they are planning to establish an Occupational Health Clinic.
- Ensuring close relations with other departments in the continuation of COVID-19 infection prevention and control strategies.
- Aligning OHP operational services at APB with services provided at the other three campuses.
- Evidence-based practice, research and epidemiological studies.
- Supporting the UJ community in complying with the implementation of the UJ COVID-19 Mandatory Vaccination Policy should the COVID-19 infections again increase.
- UJ Food Safety – the LTL contract will expire at the end of December 2022 and the tender process is in progress.

Sr Miranda Tshabangu

Acting Head: Occupational Health Practice

April 2022



Centre for Student Health and Wellness

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OVERVIEW

The Centre for Student Health and Wellness has made good progress, considering its emergence from the effects of Covid-19. The merger of the Primary Healthcare Service and Institutional Office for HIV and AIDS (IOHA) proved to be a worthy exercise, as all resources were pulled together to maximize operational requirements and to better serve the UJ community. The clinic services continued to flourish, with consultations back to pre-Covid-19 levels and strengthened HIV/Aids prevention strategies. Overall consultations stood at 26 223, with 40% of these dedicated to sexual reproductive health services. This massive improvement is evidenced by an eight percent reduction in sexually transmitted infections; however, this trend did not transfer to unplanned pregnancies as 21% of pregnancy tests came out positive. Other services such as the travel health clinic continued, with traveling allowed under strict Covid-19 regulations, including vaccination.

The wellness services focused primarily on the prevention of HIV/Aids and other STIs, including the social determinants leading to these infections. Major discussions in the form of dialogues, book launches, seminars, and mini-conferences took place. The online platforms were also utilized to expand on audiences that had been established and captured because of Covid-19. 8008 HIV tests were done with only 40 positive test; these persons are all on anti-retroviral treatment to curb further infections and improve their health status.

OPERATING CONTEXT, GOVERNANCE, AND RISK MANAGEMENT

The Centre for Student Health and Wellness focuses on student health and wellness and reports into the Registrar's Portfolio. It is a newly formed unit following the merger of the former Primary Healthcare Service and Institutional Office for HIV and AIDS. The services are offered primarily to UJ students but also to some staff at no cost to the patient, except where laboratory tests and non-essential healthcare are requested. The unit comprises healthcare services, mainly the clinical management of conditions, and wellness services which entail HIV infection prevention and health promotion. The health promotion aspect comprises a wide spectrum of topics that include social mobilization and inclusivity awareness. The services are available on all campuses; clinics are managed by primary healthcare nurse practitioners (PHCNP). The medical services provided by medical officers are made available in terms of a legal requirement for conducting a healthcare facility.

Governance

The core operational functions, as indicated, focus on health and on wellness. The health services component includes the provision of Primary Health Care (PHC), which focuses on treating minor ailments, sexual reproductive health (SRH), event medical planning for sports, health promotion, screening and monitoring of chronic conditions, and travel medicine. PHCNPs are suitably qualified and licensed to practice under the Nursing Act 33 of 2005. They are licensed to perform clinical services, including assessing, diagnosing, and prescribing medication, according to Subsection 56(6) of the Act. All have a dispensing license, which is a requirement for all clinicians. A medical doctor oversees the practice as legislated in the Health Act.

The Wellness component focuses on HIV prevention strategies, including the testing thereof. It also aims to improve awareness of various social determinants of health, and in particular, social mobilization in terms of awareness programmes for men, women, and the LGBTIQ+ community issues.

Risk management

The following were key risks and mitigations:

- Accidental exposure to infectious agents for patients, staff, and students resulting from needlestick injuries. This is mitigated by the availability of vaccination against Hepatitis A and B for students in the Faculty of Health Sciences (FHS); while treatment for the prevention of HIV infection is provided to those exposed via accidental needle pricks or spillage of body fluids.
- Covid-19 infection: The exposure to respiratory infectious agents has been greatly increased by the novel coronavirus infection. This has however been mitigated through the mandatory vaccination against Covid-19 required at UJ, with 94.9% coverage among staff and 94.7% among undergraduate students
- Travel health risks: This risk is managed through pre- and post-travel assessments with information alerts circulated via uLink and Facebook. In 2022, this was applied with tight control and assessment of destination countries for travellers. Control and assessment became more stringent in terms of 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, and health promotion is carried out throughout the academic calendar year to bring awareness and curb risky behaviour.

STRATEGIC FOCUS AND TARGETS

Objectives aligned with the university's Strategic Plan

An enriching student-friendly learning and living experience

- Providing excellent health and wellness services with the focus on enhancing the student experience.
- Following the national strategic plan as guided by the Department of Health.

National and global reputation management

- Identifying risks in the medical management of patients in line with various health regulations and avoiding adverse events.
- Identifying and managing student-related risky behaviour and implementing mitigation to alleviate negative consequences.

Fitness for global excellence and stature

- Ensuring good governance in relation to material, human and financial resources to ensure the sustainability of the service, while taking care of the environment locally and globally.
- Participating in national and global initiatives in response to health matters.

Objectives for 2022 and achievements

Health and Wellness initiatives

Following the merger of IOHA and PHC, objectives had to be viewed holistically and ensure the preventative and curative elements of health and wellness are achieved.

- **Health promotion** was implemented with focus on risky behaviour, mental health, various forms of abuse and violence.

- **Contraceptive usage** was increase with a focus on long-term methods to minimize unplanned pregnancies. The clinic services were extended to the health promotion events. FP training was attended by one Professional Nurse
- **Online health promotion** was done via Facebook with support from the counsellors and peer educators. Topics included STI prevention and treatment, COVID-19 progress reports, etc. Short videos were created to enhance the services available for students.
- **Pap smear**, Breast and Prostate Cancer awareness campaign were done successfully.
- **Administration of ARVs** across the campuses, including pre-and post-exposure prophylaxis to minimize the risk of HIV infection when exposed. This is not yet achieved due to contractual challenges with DOH. HIV positive clients are referred to clinicians of their choice.
- **Review the DOH contract** to include inclusion on DHIS and other services they offer such as mental health treatment. This has not been achieved yet, it is work in progress.
- **Access control** at APB Clinic pharmacy has been converted to an electronic one.
- **The security** of the APB "IOHA" offices were upgraded to include burglar gate (Trellidor).
- Installation of an **air-conditioning** device was done successfully at the SWC clinic's emergency room.

PERFORMANCE

Clinical healthcare services

Patient consultations

Patient consultations by nursing professionals and doctors continued as prior to the merger of the two former centres. There were 26 223 consultations in total, an increase of 48% from 2021 period as there with only 12 758. The 2022 figure is consistent with the pre-Covid-19 era. In 2019 the consultations were 26 512, including all services provided to students, staff, and visitors. Staff and visitors receive emergency medical care when they become sick or injured while on the university premises. About 40% of this year's consultations were for family planning. Others relate to medical conditions for which treatment is prescribed or referrals to higher levels of care provided. Respiratory conditions were prioritized as these could have implications related to Covid-19.

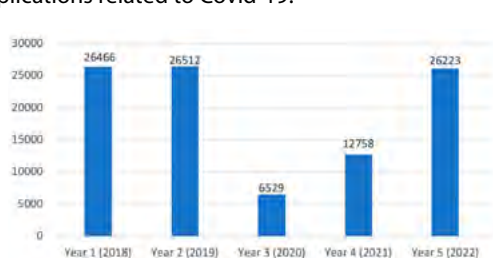


Figure 1: Graph indicating a return to normal consultations

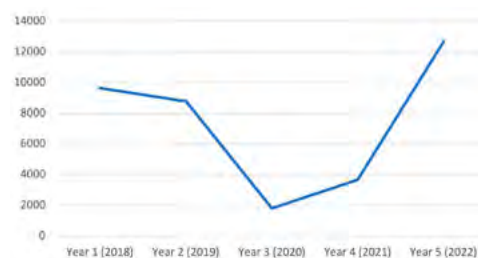


Figure 2: the increase in the contraceptive methods

The lowest number of consultations was due to students being off campus due to the Covid-19 lockdown regulations. The 2022 figures are in correlation with pre-Covid-19 consultations for all campuses.

The issue of whether staff may utilize these health services has been resolved, hence the new name of the unit makes specific reference to "Students". Previously staff were permitted to use the clinic services, but with limited resources, the services are aimed at students only. We do however make these services available to staff for use during recess periods when the medical staff are available. This promotes the optimization of resources that are available to the university community. A total of 444 staff members were seen by both the nursing staff and doctors of whom most were females needing Family Planning methods.

Sexual reproductive health (SRH) services

Family planning (FP)

It was pleasing to see the return to normal for health services following the lifting of the Covid-19 restrictions. The unit went on a drive to promote contraceptive use to minimize unplanned pregnancies. The contraceptive methods available are injectable, oral, subdermal implants, and the intrauterine device commonly known as the loop. Condoms are available at many places of convenience in the clinic and around campus. The SRH services include contraceptives, education on the prevention of sexually transmitted infections including HIV, and the treatment thereof. Contraceptive methods were provided to 12 680 clients, a significant increase from 3720 in 2021. This is yet another indication that students missed out on these opportunities due to their absence from campus the previous year. The 2022 figure also surpassed the 2019 total of 8774 clients for FP services. The intensive drive to promote contraceptive use is shown in the graph below. This proves that students can prevent the use of post coital prevention methods by being on a longer-term contraceptive method. This gives us encouragement that students do take their delayed start of motherhood seriously. See Figure 2.

Emergency contraception (EC) and pregnancy testing services

This service is provided on request following inconsistent use of condoms during coitus. In 2022, 116 clients received the "morning after" pill. This is much higher than the past two years, owing to more students being on campus. There were 58 in 2021 and 74 in 2020. This is however much lower when compared to 223 which were given out in 2019. It shows a 48% decrease in the provision of the "morning-after" pill. This has resulted in fewer clients being referred for termination of pregnancy, 116 this year versus 223 in 2019.

In the past four years, pregnancy tests were the highest in 2019 as these were done for 1600 clients. This was followed by 356, in 2020, 783 in 2021, and 1148 in 2022. There is a downward trend over the years, 28.3% reduction when comparing 2019 and 2022. The pregnancy rate has also reduced from 326 in 2019, 87 in 2020, and 144 in 2021. The 27.3% reduction can be seen in that 237 pregnancies were diagnosed this year. The comparison is based on pre- and post-Covid-19 years.

Sexually transmitted infections (STIs)

There has been a continual decrease in the number of students treated for STIs. Those treated for STIs were 1152, which shows an 8% drop in comparison to 2019 where the figure stood at 1254. This is a good sign considering that the figures for FP visits are high, and this is where information sharing about safe sex practices occurs. It is really giving credence to the work that goes into health promotion.

Cervical Cancer screening

Pap smear tests were done in collaboration with the DOH, the City of Johannesburg health department, Lancet Laboratories, and a non-governmental organization called Journeysis. The tests were done on 269 clients, with 34 tests detecting the presence of the Human Papilloma Virus (HPV), which is responsible for cervical cancer, and 16 recommendations for urgent biopsy. A 17% detection rate for possible cervical cancer diagnosis is of serious concern and confirms the high rate of this cancer among women. These tests were done at no cost to the client; we plan to have more initiatives of this nature in 2023.

Vaccinations

The Faculty of Health Sciences students are exposed to infectious diseases during their training at clinical facilities. It is for this reason that most of them vaccinate against Hepatitis B. Other vaccines include Tetanus, given when individuals have injuries with potential exposure to the bacteria called *Clostridium Tetani*. The other commonly used vaccination available is the Influenza vaccine. A total of 218 vaccinations were provided to students, 58 of them being flu vaccines freely provided by DOH. It must be noted that we have previously administered as many as 200 flu vaccines, but the Covid-19 vaccine fatigue negatively affected this year's vaccination drive.

Covid-19 Vaccinations

With the University's mandatory vaccination policy in place, the department provided support by bringing the vaccinations to various campuses. The clinical staff participated in the verification of Covid-19 vaccination certificates and provided more support for staff and students. A polymerase chain reaction (PCR) test was required for those who have been exempted and those who are unvaccinated. The clinical staff was also instrumental in monitoring the reports on a weekly basis to ensure the Covid-19 negative status and protect the university population who are within the premises of the university.

The Covid-19 Questionnaire that was introduced daily before entering the university premises was removed with the end of the "state disaster" announcement in South Africa in April 2022.

The University partnered with Clicks, the Department of Health, and the Solidarity Fund to encourage the university community to vaccinate against Covid-19. The total number of all vaccines received by staff, students, and a few visitors was 1633. No untoward reactions occurred despite having medics being on-site ready to resuscitate if the need arose.

Table 1: Vaccinations that were done on campus

COVID-19 VACCINATION	STAFF	STUDENT	UNCATEGORIZED	TOTAL
1st Doses	3	160	15	178
2nd Doses	54	1092	77	1223
Booster	127	78	27	232
TOTAL	184	1330	119	1633

Monitoring of Covid-19 infections

Despite the mandatory vaccinations against the virus, a few students reported to be infected following exposure. With the overall university vaccination rate of more than 95%, only 29 cases of Covid-19 infections were reported. This is a much lower value when compared to 179 students who were reported last year. In 2020, 59 cases were reported which proves that 2021 was the peak of infections, when we did not have any vaccinations as a preventative strategy. No fatalities in this reporting period.

Travel health

Travel health is provided to students traveling on UJ assignments. With Covid-19 regulations lifted and international travel available to all, 237 students made use of the travel health facility. The same service was accessed by a total of 194 clients in 2021, which is a significant increase over 2020 when only 63 students managed to travel elsewhere in the country or internationally. None of the students reported having contracted any travel-related illness on their return. Covid-19 vaccination was encouraged for all those embarking on international travel, as most countries required this upon entry and exit.

Emergency Medical Care

ER24 provided 354 emergency medical services to staff, students, and visitors who are on UJ premises. The most common reason was abdominal conditions and the lowest was gynaecological, pregnancy, and orthopaedic in nature. Other less common conditions are not included in this report. The challenge is that of the 354 cases attended, 65 patients refused to be referred for hospital management. In addition, 28 events hosted by UJ were also supported with medical stand-by for high-risk events. Basic Life Support (BLS) training was provided to 20 healthcare professionals, these include nurses, biokineticists and physiotherapists in different departments within the university. The challenge with this is the increased usage which necessitates more funding to curb the risk of unavailability of health services outside of the clinic facilities.

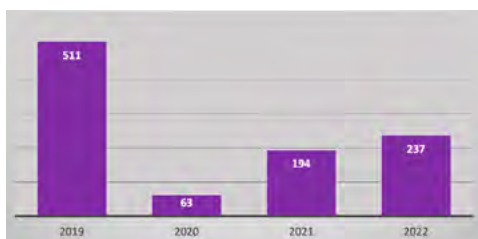


Figure 3: Graph shows a gradual increase in utilization

The utilization rate has more than doubled in terms of emergency medical services and standby at UJ-organised events. These may be due to a full return to campus leading to more events as well. The discussions between UJ and ER24 are underway to resolve the challenge as the costs have escalated beyond what was planned.

Wellness Services

Health promotion

Topics that are discussed include Covid-19, menstrual health and hygiene, healthy eating habits, the use of contraceptives, sleeping patterns, cancer awareness, sex addiction, substance abuse, planning for exams, coping with stress, and the importance of exercise. All these discussions always included information on services available for use within the university and especially within the Centre. The format took the form of in-person dialogues, online using social media platforms, and at the residences.

Covid-19 forced us to look at various online platforms to communicate health messages. The following is an analysis showing the reach social media posts done weekly by health promoters as supported by the marketing team within the department. In this period, a total of 529 posts were done on Facebook and on Instagram. The numbers indicated shows an annual summary of the impact of the daily posts per program.

The more structured the programme over the years, the higher the reach year on year. It also encourages sharing through the different pages, LINK, Alumni and WhatsApp groups. The slight decline on year 3 may be due to the resumption of face to face contact sessions.

HIV testing services (HTS)

8008 individuals tested for HIV. This is a vast increase when compared to the 2622 tests done in 2021. However, in 2019, the annual tests stood at 12 733. This is significant because it forces the Centre to aim at surpassing this high number of tests. This will be done by engaging more with non-governmental organizations that provide this service. The availability of pre-exposure to HIV medication is a platform to encourage people to test for HIV. They will receive medication that will support them to remain HIV-negative despite their exposure to the virus. Clients who tested HIV positive in 2022 were 45, and all are on anti-retroviral medication. This means we have surpassed the 95% minimum standard according to the World Health Organization.

The prevalence rate for HIV infections has been below 1% over the past five years as indicated in the table below. This is far below the national rate of 13.7%, with the 15-49 age group being higher at 19.5% according to Statistics South Africa's 2020 report.

The highest prevalence was in 2018 and has subsided thereafter. This could be associated with the awareness programmes in place and the availability of antiretroviral medicines widely in the country. All patients are

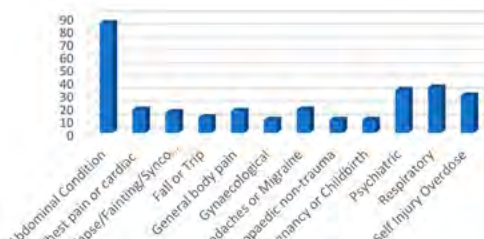


Figure 4: Most common conditions behind the ER24 callouts

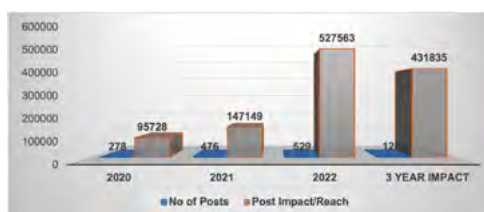


Figure 5: Impact Analysis between 2020 and 2022

Table 2: The number of HIV testing at UJ over a five-year period

YEAR	NO. TESTED	NO. POSITIVE	PREVALENCE %
2018	10629	92	0.9
2019	12733	70	0.5
2020	3254	10	0.3
2021	2622	16	0.6
2022	8008	45	0.6

referred for treatment centres of their choice, most of which are government facilities. We have over the five years maintained a 99% and above successful referral and adherence to treatment.

HIV care and support

In 2022, a total of 45 students tested HIV positive and all are in the UJ Care and Support Programme, leading to a 100% Uptake; additionally, all the students who joined the programme are on antiretroviral treatment. The programme currently has a WhatsApp group of over 40 members and has maintained the same number for the past three years. The prevalence rate remained below 1% as indicated. However, high incidences of risky behaviour, such as substance abuse, GBV and self-harm, remain a concern and necessitate continued social behaviour change initiatives. These are addressed in other departmental initiatives.

Promotion of barrier methods

Condom distribution remains one of the core objectives to provide a sustainable measure to prevent STIs and unplanned pregnancies. As much as 585 861 barrier methods were distributed, this includes both male and female condoms. The strategic locations are bathrooms, corridors, some office areas, student centres, and many other venues with a high movement of individuals. Peer educators are used to ensure that condom containers are filled with male and female condoms. Dental dams, used in female-to-female sexual interaction, and lubrication commonly used in male-to-male interaction, are also distributed, aided by the funding obtained via Higher Health.

Pre-exposure prophylaxis (PrEP)

This refers to antiretroviral drugs that are taken by those who may be exposed to the human immune virus. The treatment enables individuals to remain HIV negative if they adhere to the treatment protocols. The service is provided by WRHI and Anova as non-governmental organisations tasked by the government to provide this support. Only 732 students are on this programme, with females much more than males, i.e., 520 females and 99 males. This challenges the department to ramp up information sessions to include more males so that they benefit from this initiative.

Events addressing social mobilization and inclusion

In 2022, 25 events were hosted compared to 14 in 2021, with a reach of 68 910 from 34 036 in 2021. In-person events were made possible as all students were now on campus with regular university activities in place. The list shows the events with the highest reach in terms of accessing online information and interaction. The online platforms used are Facebook, Instagram, Twitter, and the website.

- Campus Safety Bootcamp (6400),
- Substance Abuse and Social Crimes (4010),
- August Mass Testing (25503),
- High Tea (5027),
- Stigma Knockout Challenge (5790),
- Men's Conference (3680),
- Launch of Centre for Student Health and Wellness and introduction of the director (10500),

- Cancer Awareness (2905)
- Student Wellness Expo (2649).

The evaluation after each event is done by the Centre's marketing and communications officer. This is an essential part of measuring the impact of all events and initiatives; it provides an opportunity to interact with the audience and allows for future improvement. Events with less than an 80% satisfaction rate are discussed further to find areas of improvement.

Higher Health Funding

In 2019, the Centre applied for funding from Higher Health, an institution whose aim is to support the post-school education sector with health and wellness initiatives; this funding was approved for use in the 2020/21 cycle. The impact of Covid-19 made it difficult to perform some of the planned activities. The extension for the use of the funds into 2022/23 was then approved. The funding was used to focus on peer education, programmes (men, women, and LGBTQI+), and the Covid-19 response. Thirty-five peer educators received first-aid training as part of their development. In addition, the following events took place:

- Safe Zones Conference
- Men's Conference
- Women's High Tea
- Cookout, Daredevil run, and Car wash

Impact of COVID-19 on service provision

With the university implementing a mandatory vaccination policy, the Centre supported initiatives to ensure that all staff and students comply with the uploading of vaccination certificates. This was coupled with support in terms of accessing Covid-19 vaccination sites, as identified in areas near all campuses. For example, Helen Joseph Hospital, Chris Hani Baragwanath Hospital, Dischem, and Clicks Pharmacies were some of the facilities that provided vaccinations. In March, Clicks collaborated with the university and provided vaccinations on the four campuses. A total of 1612 Covid-19 vaccinations were provided to both staff and students. The screening of Covid-19 symptoms by the nursing personnel to individuals coming into the university ceased in June 2022, after being in place from September 2020 at the height of Covid-19. Reporting of those diagnosed with Covid-19 remained in place, but there were many fewer reports in comparison to the year before. The clinics continue with measures to minimize the potential for Covid-19 infection.

Peer education programme

The LINK program's peer educators were instrumental in the department's efforts to raise awareness of sexual reproductive health and rights (SRHR).

- **The mentorship strategy** forms part of the department's objective of retaining the peer educators who enroll for the programme throughout the year, it is thus important to monitor their roles and responsibilities. We managed to retain 19 mentors and 116 mentees. This almost similar to last year when we had 25 mentors and 116 mentees.
- **Coaching and Mentorship training:** 16 peer educators attended the training was aimed at equipping mentors with the necessary skills to carry out the mentorship programme. This included the screening tools that assist students in the early identification of disease or ill-health. The mentors are tasked with promoting the use of these screening tools.
- **Wellness/Screening Tools Ambassadors:** Some peer educators signed up to be Health and Wellness ambassadors, and 24 were identified as peer health leaders. The students were trained on marketing the pre-exposure prophylaxis (PrEP) and the other screening tools. Those who referred clients or marketed the tools were awarded with vouchers sponsored by the Higher Health grant.
- **The Work Readiness Programme** was hosted in September, in partnership with Global E-Talent company and the library, as part of the peer education graduate programme. 97 students attended the workshop whose primary goal is preparing students for the workplace. It includes interviewing

techniques, self-mastery, and portfolio creation. Students registered their online portfolios and exploring personal branding. Most faculties supported the event by availing students. Prizes were given to those who registered on the Gigs online website, which is a job searching facility for young professionals and students.

Marketing and communications

The department has explored various platforms to communicate the initiatives, achievements, and other announcements. These include:

- The university's Student Newsletter
- Future Leaders Alumni Magazine
- Reflections Magazine
- UJFM drivetime and its social media pages
- Blackboard
- Facebook, Twitter, and Instagram
- WhatsApp

Department of Health Memorandum of Agreement

The initial agreement period came to an end in 2022. It must be noted that the agreement did not benefit the university in terms of medicines and supplies that it aimed to support the HIV/Aids, STIs and TB (HAST) programme. The signatories and contractual processes will be improved in the next agreement, this will hopefully provide more administrative and clinical support in providing antiretroviral medication on campus.

EMPLOYEE PROFILE

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

Table 3: Classification of employees (total 23)

GENDER	AFRICAN	INDIAN	COLOURED	EMPLOYMENT
Male	5			Permanent
Female	14	1	3	Permanent

Organogram

Table 4: Employee profile per campus

DIRECTOR: Sr. Molimi Geya				
HEAD OF DEPARTMENT: Sr. Rainny Nkhatho				
MEDICAL OFFICERS: Quadcare and Sports Medicine Africa				
Campus	PHC Nurse Practitioner	Administrative Officer	Administrative Assistant	Programmes/Projects Coordinator
APK	3	1	2	
APB	2	1	1	1
DFC	2		1	1
SWC	2		1	

Organisational Structure

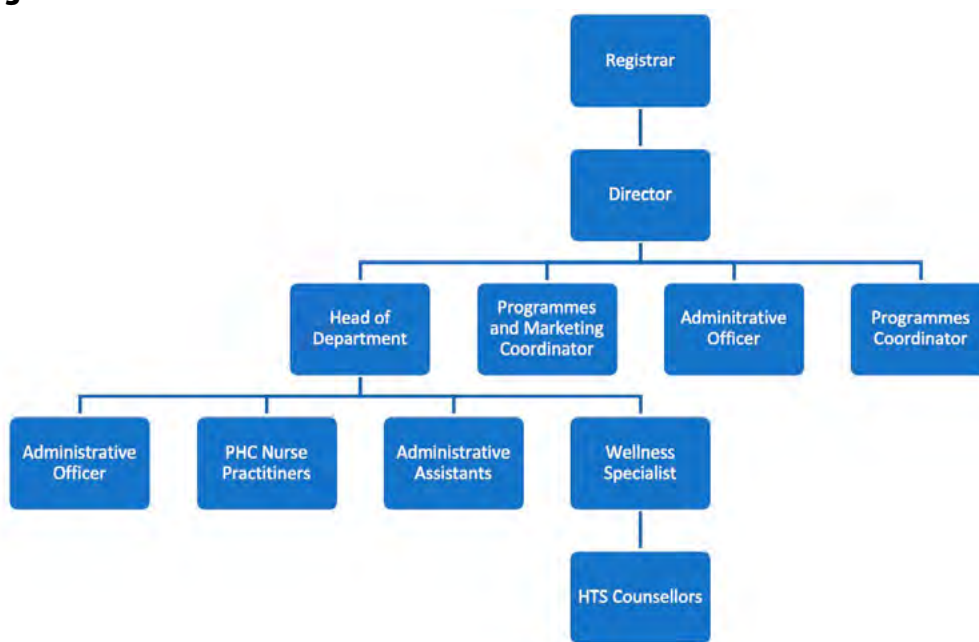


Figure 6: New departmental structure

Appointments, resignations, and vacancies

- A vacant position of a PHC nurse practitioner was created following the retirement of Sr N. Ramaema and the end of the year
- Another vacancy created following the resignation of Ms L Aphane being appointed in another department within the university
- A P13 position in IOHA, that stood vacant before the merger was transferred to Occupational Health Practice as the need was identified and support could be provided within the portfolio.

Training and development

EMPLOYEE	INSTITUTION	COURSE	PROGRESS
Rainny Nkhatho	Bath University (UK)	PhD	In progress
Molimi Geya	University of Pretoria	PG Diploma: Public Health	Achieved
Olebogeng Moshwene	University of Cape Town	PG Diploma: TB-HIV Management	Achieved
Emma Bodiba	University of South Africa	Bachelor of Arts (BA)	In progress
Neo Masilo	South African HIV Clinicians Society	ARVs: Long-acting agents and beyond	Achieved
Nobuntu Gelese	South African HIV Clinicians Society	ARVs: Long-acting agents and beyond	Achieved
Pertunia Mahlase	South African HIV Clinicians Society	ARVs: Long-acting agents and beyond	Achieved

Conferences

EMPLOYEE	CONFERENCE	DATES	LOCATION
Rainny Nkhatho	Southern African Regional Students and Youth Consortium (SASRYC)	24-26 August 2022	Lilongwe Malawi
Minenhle Matela	Southern African Regional Students and Youth Consortium (SASRYC)	24-26 August 2022	Lilongwe Malawi
Olebogeng Moshwene	SA TB Conference	13-16 September 2022	Durban
Lerato Ramafalo	SA TB Conference	13-16 September 2022	Durban
Pertunia Mahlase	SASTM Post-Pandemic Travel Health Update.	12-13 November 2022	Cape Town
Nobuntu Gelese	SASTM Post-Pandemic Travel Health Update.	12-13 November 2022	Cape Town
Molimi Geya	SASTM Post-Pandemic Travel Health Update.	12-13 November 2022	Cape Town

Long service awards

The following employees received their long service awards, which were celebrated in 2022, extending from 2020 as these were delayed due to Covid-19 restrictions.

EMPLOYEE	YEARS OF SERVICE
Molimi Geya	10 (2021)
Dzivhuluwani Sikhwari	10 (2021)
George Boyce	10 (2020)
Wongaletu Mthetho	10 (2020)
Mahlodi Moeti	10 (2020)

COMMUNITY SERVICE AND STAKEHOLDER ENGAGEMENT

Internal stakeholder engagement

Collaboration occurs with the following departments:

- **Community Engagement:** volunteers support the events as participants and to expand on marketing and advertising.
- **Student Affairs:** the common focus being the students, the teams support in terms of cost-sharing, access to residences, students, and capacity building.
- **Library:** access to library venues, book launches and the sharing of common goals such as the Wellness Expos that took place for the first time in 2022.
- **Faculty of Art, Design and Architecture:** the annual collaboration on a design project that designs posters that promote health and wellness, including HIV specific information.
- **Faculty of Humanities:** Social work and social sciences students are available for provision of services while achieving their internship requirements.
- **UJFM:** provides a platform for the department to educate and create awareness on departmental initiatives and services; reaching a greater audience.

- Protection Services: the transportation of sick students to the various health facilities and the immediate response to medical emergencies.

External stakeholders

Collaboration with the following organizations has made the achievement of departmental objectives possible

- Wits Reproductive Health Institute (WRHI): provision of additional healthcare services such as HIV testing, PrEP, Wellness screening and referral to health facilities
- GALA queer archive is based within Wits University and serve as a resource for the LGBTIQ students in facilitating access to their specific health needs.
- South African Anxiety, and Depression Group in conjunction with PsyCaD assist in mental health and wellness discussions and referral for those in need.
- Bantu Holomisa Charity organization, Prime Media Stars, SANTAM, together with the University of Pretoria were instrumental in supporting the Men's conference event that was aimed at raising awareness on toxic masculinity and what it means to be a 21st Century man.
- Higher Health (HH): through HH, the Minister of Higher Education, Dr Blade Nzimande invited students to participate in the GBV dialogue held at the Constitution Hill. This was followed by another invitation from the Wits School of Public Health for a discussion on SRH&R awareness, which culminated in a march at the end of the event.

RESOURCE MANAGEMENT AND SUSTAINABILITY

Financial governance

Following the merger, the legacy cost centres were combined under one umbrella with the Director as the accounting officer. The HH funding continued with its set objectives under the leadership of the head of department. The operational budget was utilized up to 99% in total. The plans going forward is to combine all cost centres and operate from one account to improve the seamless transition into one department. The monthly monitoring takes place with the support of the Finance Business Partner assigned to the Registrar's Portfolio.

OBJECTIVES AND TARGETS FOR THE PERIOD 2023-2024

Facilities

- Access control at and DFC pharmacies to be converted to an electronic format.
- Upgrade security by installing cameras at APB, SWC, and DFC reception areas.
- Oxygen reticulation system to be in place at the SWC clinic.
- Replace floor tiles in students' and staff toilets.

Operational

- Continue supporting the Covid-19 prevention and infection control measures
- Increase HTS by focusing on targeted testing at the clinical facilities. Increase the testing numbers by engaging the testing providers more on campus.
- Explore the optimum use of office spaces to support the merger.
- Appoint personnel following the vacant positions created by colleagues leaving UJ's employ.

Strategic

- Explore the relocation of the APB clinic to a more suitable venue that complies with all occupational health and safety regulations

CONCLUSION AND WAY FORWARD

The new Centre will focus on aligning its services to respond to the needs of the university, avoiding duplication of services, and implementing strict and effective use of available resources. The first aid training for students, including peer educators, will be escalated to ensure that basic healthcare can be provided to students. The cervical cancer screening and weekly wellness screening with support from non-governmental organizations will be in place. The Bunting Road campus clinic location will be reviewed. The memoranda of agreements with the Department of Health, Wits Reproductive Health Institute, and Anova Health will remain in place to ensure efficient support for health services provided within the university.

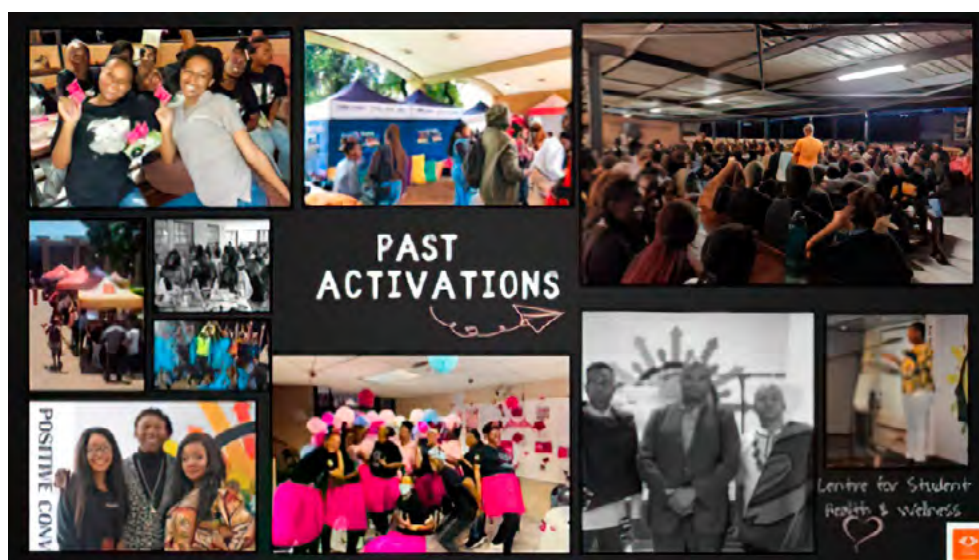


Figure 7: A showcase of the various initiatives that took place in 2022

Sr Molimi Geya

Director: Centre for Student Health and Wellness

April 2022



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OF
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