



UNIVERSITY
OF
JOHANNESBURG



2022 HUMAN CAPITAL MANAGEMENT ANNUAL REPORT

INTRODUCTION

The Human Resources (HR) Division's journey of creating a positive and productive work environment that fosters employee satisfaction, development, and growth where staff members can thrive and contribute to the University of Johannesburg's success continued in 2022, which saw the notable change of name to Human Capital Management (HCM). This change was initiated through the organisational design and review project and approved by MEC and Council.

The name change was envisaged as enhancing the main objective of HCM which is to manage the university's staff members by ensuring that they are effectively recruited, trained, and motivated to achieve the organisation's objectives. The Division is responsible for overseeing a wide range of functions related to human capital management including but not limited to the following: talent acquisition, onboarding, learning and development, performance management, compensation and benefits administration, compliance with employment laws and regulations, employee relations and conflict resolution, development and implementation of HCM policies and procedures, diversity and inclusion initiatives, as well as employee engagement and retention strategies.

HCM continued to stay abreast of new trends as the world of work evolved globally, aligning with the higher education sector to ensure that the university sustains its employer brand. Proper governance compliance remains high on the agenda, and several policies have been amended and developed to ensure that we operate within a framework of compliance with good governance.

OPERATING CONTEXT

To give effect to its mandate of efficient and effective people management, the Division is divided into subunits structured to serve the needs of the institution. The Office of the Executive Director: HCM is responsible and accountable for all HR-related matters. The efficiencies and effectiveness of these units have continuously been benchmarked to ensure they are in line with best practices:

HCM comprises the following units:

- Human Capital Management Business Partnering (HCMBP)
- Organisational Development (OD)
- HCM Administration, HCM Operations and Human Capital Management Information Systems (HCMIS)
- Data Analysis and Management
- Employment Relations and Wellness
- Remuneration and Benefits
- Transformation

STRATEGIC INITIATIVES DURING 2022

In 2022, the Human Capital Management Division strategically created several innovative solutions and services that were responsive to institutional needs and consistent with best practices. At the core of UJ's vision and mission to be an international university of choice, with the primary goal of achieving global excellence and stature, lies the ability to attract and retain accomplished academic and research staff.



This section reflects progress, key achievements, challenges, trends, and some key risks within the HCM Division.

Human Capital Management Business Partnering (HCMBP) Unit

The HCM Business Partnering (HCMBP) Unit is the direct client interfacing Unit that acts as the first point of contact on HR-related matters. The HCM Business Partnering team is aligned to support the facilitation of the institutional strategy through the professional and efficient delivery of all HCM initiatives across the institution. The Unit implements all HR-related interventions that are introduced to the faculties and divisions, including recruitment effectiveness.

As a client-facing unit, the HCM Business Partnering team is mandated to ensure that the execution of the HCM divisional strategy is measured and monitored within the governance framework of the University, to mitigate potential risks. Therefore, ongoing training and effective support will continue, so that the team is properly aligned and adequately equipped to address critical challenges as well as to provide an effective and value-adding partnering service to our clients.

The HCMBP team continues to ensure the sustainability of HCM services within the institution by partnering with the HCM Centres of Excellence being the Organisational Development Unit, Remuneration and Benefits, Employment Relations, and Wellness, to implement and deliver on set key focus areas. Below are some of the projects that were successfully completed.

- **Recruitment** – A total of 365 vacancies across the institution were finalised in 2022, comprising 80 academic and 285 support vacancies.
- **Strategic workforce planning** – The faculties and divisions updated 2021 actual movements in line with the forecasted figures and projected staffing requirements for the year.
- **Annual position budget** – The monthly budget management and saving of funds as well as the annual budget process/presentation were concluded timeously with all budget requirements submitted and reported.
- **Online performance management system** – This was successfully run by the Organisational Development Unit, ensuring compliance and consistency throughout the performance management cycle.
- **Day-to-day guidance to management and employees** – conclusion of first- and second-phase employment relations matters, employee wellness caring and interventions, as well as enhanced data integrity.
- Coordination and implementation of the **MEC Resourcing Committee** position-related requests including approval of non-designated appointments. Policy and guidelines supporting these processes were also developed.
- Coordination of the **Presidential Youth Employment Stimulus (PYES)** project – an initiative by the Department of Higher Education and Training to ensure skills transfer for unemployed graduates as well as alleviating high unemployment rates. UJ had an intake of 180 unemployed graduates across the University. Some of these interns were absorbed and appointed within the services of the University.
- The Unit also conducted **roadshows** to promote HCM service offerings for new HODs and faculty deans.



Executive Recruitment and Global Excellence and Stature (GES)

The HCMBP Unit facilitated the recruitment and review process of high-level executive positions, which culminated in the following appointments and re-appointments in 2022:

- Vice-Chancellor and Principal
- Deputy Vice-Chancellor: Academic
- Registrar
- Executive Dean: College of Business and Economics
- Executive Director: Research and Innovation
- Re-appointment of Deputy Vice-Chancellor: Research and Internationalisation
- Re-appointment of Chief Financial Officer
- Extension of contract of Senior Executive Director
- Re-appointment of Executive Director: Library and Information Centre

In support of the GES Strategy, positions were created to directly develop UJ's 4IR agenda. Key appointments were made. Since 2014 to date, the cumulative figures are as follows:

- Distinguished Visiting Professors (DVP) – 68 (of the 68 appointed DVPs, 19 are contributing to the 4IR agenda)
- Distinguished Professors – 4
- Directors of Institutes – 3

The following special appointments are directly linked to the 4IR strategy:

- Professors of Practice – 8
- Visiting Professors – 6
- Visiting Associate Professors – 4
- Senior Research Associates – 7

Academic and research staff promotions

In terms of academic and research staff promotions, Senex approved 85 promotions in 2022, 87 promotions in 2021 compared to 70 in 2020 and 50 in 2019. Of the total staff promoted in 2022, 32.95 % were South African females, 36.47% South African males, and 30.58% international employees. Of the South African staff promoted, 12 (14.11%) were females and 21 (24.7%) males from the designated groups.

Table 1: Academic promotions 2022

ACADEMIC PROMOTIONS 2022											
Position Promoted/ Transfer To	Female					Male					Total
	A	C	I	W	Int.	A	C	I	W	Int.	
Associate Professor	3		1	7	4	8		2	5	8	38
Professor	1			6	1		1	1	2	7	19
Senior Lecturer	4	1	2	3	1	8	1		3	5	28
Grand Total	8	1	3	16	6	16	2	3	10	20	85



Post-retirement appointments

With the revision of the policy in 2021, MEC pre-approved the appointments of NRF rated A & B post-retirees, and as a retention strategy, approved longer contract appointments: 5 years for staff beyond the age of 65, and 3 year contract appointments for staff beyond the age of 70. Of the 20 approved post-retirees in 2022, 19 Academic and Research staff were implemented for post-retirement and 1 (will commence in 2023). Of the 19 post-retiree appointments, ten (10) are post-retirees in possession of an NRF rating A or B, five (5) are appointed in line with their SARChI contracts and four (4) appointed temporarily or as emeritus professors.

Organisational Development Unit

The Organisational Development (OD) Unit provides a wide variety of learning and organisational effectiveness solutions. The Unit consist of subunits, namely Learning and Development, Change Management, as well as Organisational Design. It also fulfils an important role in terms of best practice benchmarking and key identified projects such as process mapping, performance and talent management, as well as the interface with Broad Based Black Economic Empowerment. The intention is to expand this function to also incorporate talent acquisition and resourcing according to institutional needs

Organisational design and review

HCM has been undertaking an organisational design and review project to review the best service delivery models and structures of the support service divisions within the University. The main objective of the review process was to provide strategies on how best to align the different divisional structures, their costing and other important factors with the strategic objectives of the University. Appropriate recommendations for improvement were presented and approved by MEC and Council.

In 2022, the project focused on implementation of the recommendations within the respective support divisions. Affected staff members were consulted regarding structural or job specific changes through an effective change management intervention. Relevant stakeholders were also kept informed of the enhancements made by the divisions. The implementation process was underpinned by the organisational design principles to ensure consistency and fairness.

Only one support division has rolled over its organisational redesign implementation process to 2023. Although organisational design interventions are continuous it is anticipated that this organisational design project will be concluded in 2023.

With the continued evolving of the world of work, and the University, the OD Unit had to be responsive to the new ways of working as resulting from recent hybrid work models. In consultation with MEC, a pilot programme related to remote work models was instituted. In addition, through relevant surveys facilitated by several units within Human Capital Management, HCM ensured that the institution is focusing on the right things at the right time. The remote work pilot will continue to be monitored into 2023 to enable the University to make informed decisions best suited for its operations.

Within our continuous drive towards optimal automisation, many noteworthy, automated enhancements were successfully introduced to ease the burden on our customers in respect of unnecessary manual activities. These enhancements are listed in detail within the data analysis and management unit.



Change management

Change management interventions were implemented to support the University. Among the projects supported were the following:

- ICS Student UJ email account migration from Google platform to Microsoft Office
- ICS Multifactor Authentication (MFA) App enablement for staff members
- Facilities Management Division hi-tech cleaning machinery, which necessitated change management to bring the staff members onboard throughout the transition
- 4IR awareness sessions for support staff in Facilities Management focusing on technology/digitalisation in the workplace within the scope of GES

Learning and Development

The University of Johannesburg recognises the importance of building its human capital to ensure sustainability and continuously needs to improve the skills of its employees across all occupational categories. The Learning and Development Unit focused on skills development, including categories such as institutional training, personal development, leadership and managerial skills, technical and 4IR-related training categories, as well as qualifications or part qualifications. A total number of 4 213 staff members attended the training offered throughout the year.

Learnerships and full qualifications played an important role during 2022, with seven opportunities to obtain a qualification presented to 203 learners. This was emphasised not only to enhance the skills level of the University, but also to assist the University in increasing its B-BBEE (Broad-based Black Economic Empowerment) score.

Compliance also forms a focal point for the L&D Unit, with the main areas being the submission of the Workplace Skills Plan (WSP), input into the EE-Plan and submission of data to support the Skills Development Pillar of the B-BBEE scorecard. The main benefits of compliance for L&D are Discretionary Grants that were received from the ETDP SETA for R2 700 000, (which was allocated to specific learnerships), and increased B-BBEE levels for UJ, which is aiming to be a Level 4-contributor.

In 2022 the Learning and Development Unit provided training interventions focusing on the following priorities:

- Institutional training (Induction and Performance Management)
- Personal Development Soft Skills training
- Computer training
- 4IR Awareness training
- Leadership / Management / Supervisory training

The following Learnerships where provided in 2022:

- Hygiene and Cleaning
- Hygiene and Cleaning Supervision
- Business Administration
- Generic Management
- End-user Computing
- Locksmithing



Human Capital Management Administration and Human Capital Management Information Systems (HCMIS)

The Human Capital Management Administration Unit provides first-line transactional administrative functions to faculties and divisions relating to the entire employee life cycle: appointments, benefits, post structures, terminations, electronic records management, and any other transactional process required. Ensuring proper controls are a priority and in implementing these, the unit works with key interdependencies.

The Human Capital Management Information Systems (HCMIS) Unit is responsible for maintaining the Oracle HCM Suite and overseeing the implementation of new enhancements. Furthermore, HCMIS ensures data integrity, troubleshooting, mitigation thereof and develops reports for all HCM data. HCMIS implements new specifications and enhances existing technical specifications, including the automation of HCM processes.

The HCM Administration and HCMIS units work closely integrated in terms of the systems and data integrity.

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

- Development of an online Declaration of Interest solution.
- Development of an online Exit clearance solution that will be enhanced in 2023.
- Managing internal and external audits together with the B-BBEE audit.
- Updating outdated organisational structures continuously.
- Effectively managing the Human Capital Management submissions schedule, by ensuring timeous and up-to-standard reporting.

HCM Governance

In 2022, the following policies/procedures were developed or reviewed to ensure alignment and compliance with legislation and best practice:

- Policy on Cellular and Internet Connectivity
- UJ Gender Equity Framework
- Document Management Process
- HCM Delegation of Authority
- Policy on Sabbatical Leave
- Appointment Procedure for Academic Heads of Department/Schools
- Policy on the Appointment and Reappointment of ELG, excluding the VC
- Policy on Academic Categories and Promotion Criteria and Processes
- Guidelines on Conditional Appointments
- Rewards and Recognition Framework
- UJ Ethics Charter
- Policy on ELG Remuneration
- Academic Categories and Promotion Criteria
- HCM Delegation of Authority

The following Policies, Procedures and Guidelines were under review in 2022 for approval in 2023:

- Draft Policy on Private Work
- Policy on Incapacity Management
- Disciplinary Procedure and Disciplinary Code Guideline
- Conditions of Service



- Guidelines for the Appointment of Acting Executives
- HCM Delegation of Authority
- Policy on Temporary and Fixed-Term Appointments

Workforce analysis and employment equity (EE) statistics

UJ workforce statistics showed an increase in staff when comparing 2018 with 2022, with a slight decrease in numbers in 2020 and 2021. This trend resulted from focus on creating more positions in the academic and research environments.

The academic and research headcount increased by 4,75%, from 1 222 in 2018 to 1 283 in 2022. The position count for academic and research positions in 2022 reflects 1 283 filled positions and 150 vacant positions, with some of the vacant positions being filled by temporary staff.

The recorded support staff headcount increased from 3 105 in 2018 to 3 106 in 2022. The position count for support staff for 2022 reflects 3 106 filled positions and 286 vacant positions, some of which are filled by temporary staff.

The Executive Leadership Group headcount in 2022 was 24 with an increase of one (1) member compared to previous years.

Table 2: UJ workforce over the past five years

	2018	2019	2020	2021	2022
Academic and research staff	1 222	1 283	1 270	1 264	1 283
Support staff	3 105	3 080	3 048	3 029	3106
UJ Executive Leadership Group	23	23	23	23	24
Total	4 350	4 386	4 342	4 316	4 413

Table 3: UJ Academic and Research staff complement breakdown (gender and race)

ACADEMIC & RESEARCH STAFF EQUITY PROFILE 2022											
Occupational Level	Female					Male					Total
	A	C	I	W	Int	A	C	I	W	Int	
Senior Management - Professor	4	0	9	40	14	13	7	7	41	50	185
Middle Management – Associate Professor and Senior Lecturer	66	13	37	100	29	84	8	25	96	86	544
Junior Management – Lecturer, Junior Lecturer and Assistant Lecturer	147	22	44	81	26	127	11	23	41	32	554
Total	217	35	90	221	69	224	26	55	178	168	1283

For the reporting period the academic and research female representation is 43.9%, of which 5.4% are international females in the total headcount. Black females represent 26.65% and White females represent 17.26%.

Male representation is 37.65% of which international males account to 13.05% of the total headcount. Black males represent 23.77% and White males represent 13.87%.



The overall female representation is 49.3% against the overall male representation of 50.7%.

When comparing 2021 figures with 2022, the African female headcount increased by 19, Coloured females decreased by 2, Indian females decreased by 6, and White females decreased by 9. The African male count increased by 12, Coloured males increased by 2, Indian males increased by 2. International females increased by 3 to 69 and international males increased by 4 to 168.

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

SUPPORT & EXECUTIVE STAFF EQUITY PROFILE 2022											
Occupational Level	Female					Male					Total
	A	C	I	W	Int	A	C	I	W	Int	
Top Management	2	0	0	1	0	3	0	1	0	0	7
Senior Management	19	7	10	12	1	13	5	1	18	2	88
Prof Qualified and Experienced Specialist and Mid-Management	88	16	25	61	2	88	10	7	30	10	337
Skilled, Academic, Jr Mgmt, Supervisors, Foremen and Supts	247	61	41	91	8	259	14	11	32	8	772
Semiskilled and Discretionary Decision Making	248	42	13	60	3	403	8	1	23	1	802
Unskilled and Defined Decision Making	573	5	0	0	2	541	2	0	1	0	1124
Total	1177	131	89	225	16	1307	39	21	104	21	3130

For the reporting period, the Support staff female representation is 51.83% and international females are 0.5% of the total headcount. Black females represent 44.64% and White Females represent 7.18%.

Male representation is 46.99% and International males represent 0.68% of the total headcount. Black males represent 43.68 % and White males represent 3.32 %.

The overall female representation is 52.33% against the overall male representation of 47.67%.

When comparing 2021 figures with 2022, the African female headcount increased by 71 of whom most were appointed in the Semi-skilled and Unskilled categories. Coloured females decreased by 4, Indian females increased by 1, and White females decreased by 19. The African male count increased by 38, Coloured males increased by 6, Indian males decreased by 3 and White males decreased by 11. International females remained unchanged at 16 and International males decreased by one (1) to 21.



The UJ Annual Performance Plan

The UJ Annual Performance Plan (APP) is revised on an annual basis to align with the UJ Strategic Plan, and UJ managed to achieve eight of the ten targets that were measured. The following APP Targets were achieved in 2022:

- The black academic and research staff component has increased from 44.60 % in 2018 to 51.1% in 2022.
- The female academic and research staff grew from 49.02% in 2018 to 49.5% in 2022.
- Female associate professors and professors are at 41.2%, compared to the target of 39.5% with a total of 161 achieved
- Black (SA) associate professors and professors are at 27.6%, compared to the target of 26.5% with a total of 108 achieved.
- Academic and research staff with a doctoral degree increased to 757 in 2022 and surpassed the target of 56%. Over the past five years, the number has increased from 49.75% in 2018 to 57% in 2022.

Table 5: UJ APP targets achieved in 2022 (based on HEMIS Rules)

Indicator	Target	Achieved
Number of black (SA) associate professors and professors	26,5%	27,6%
Permanent and fixed-term academic staff by rank (associate professors and professors)	28%	29,5%
Percentage permanent and fixed-term academic staff with doctorates	56%	57%
Number of black permanent and fixed-term academic staff	50%	51,1%
Number of female associate professors and professors	39,5%	41,2%
Number of academic staff recruited who are working in 4IR (cumulative)	35	47
Number of female academic staff	49%	49,5%
Percentage permanent and fixed-term academic staff with master's degrees	36%	36,3%

Figure 1: Number and percentage of black (SA) associate professors and professors

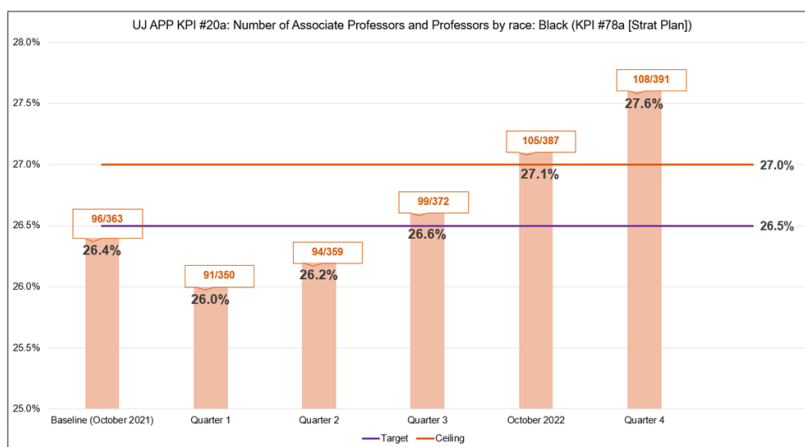


Figure 2: Permanent and fixed-term academic staff by rank (associate professors & professors)

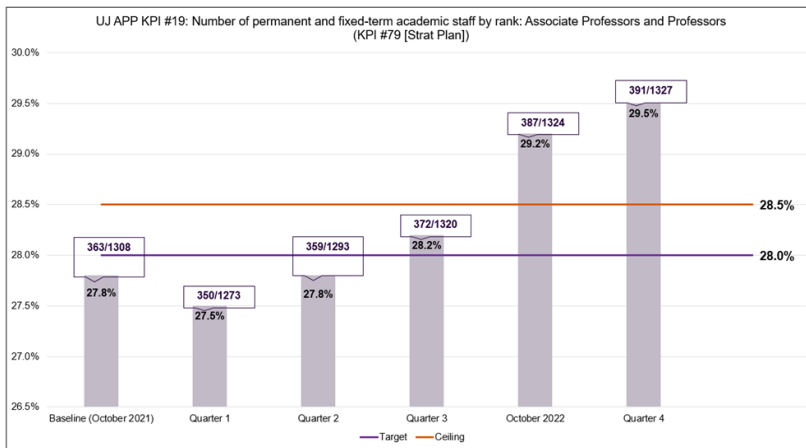


Figure 3: Percentage Permanent and Fixed-term Academic Staff with Doctorates

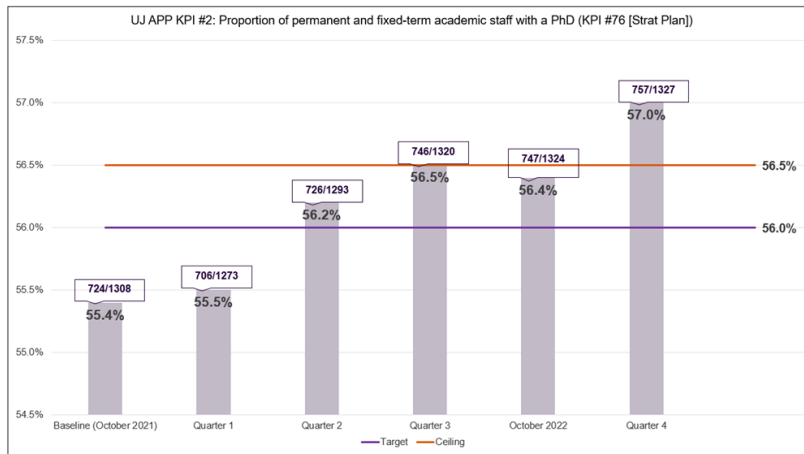


Figure 4: Percentage black permanent and fixed-term academic staff

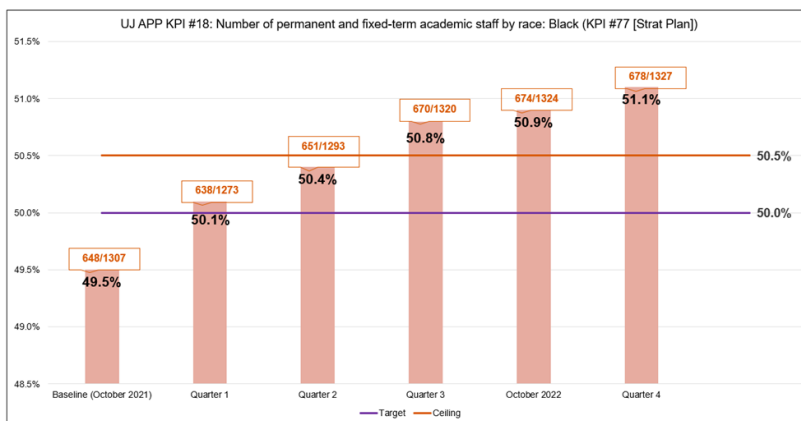


Figure 5: Number of female associate professors and professors

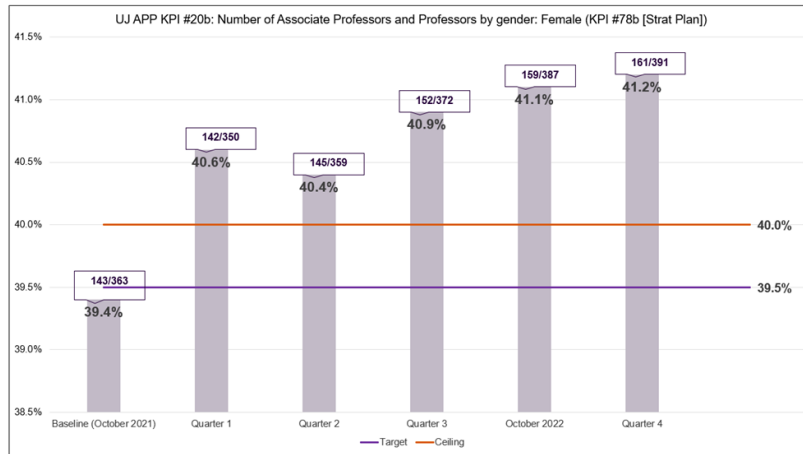


Figure 6: Number of academic staff recruited who are working in 4IR (accumulative)

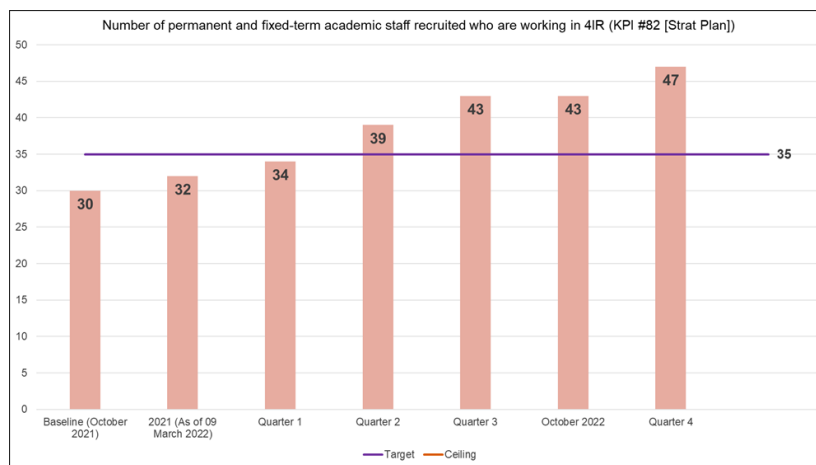


Figure 7: Female permanent and fixed-term academic staff

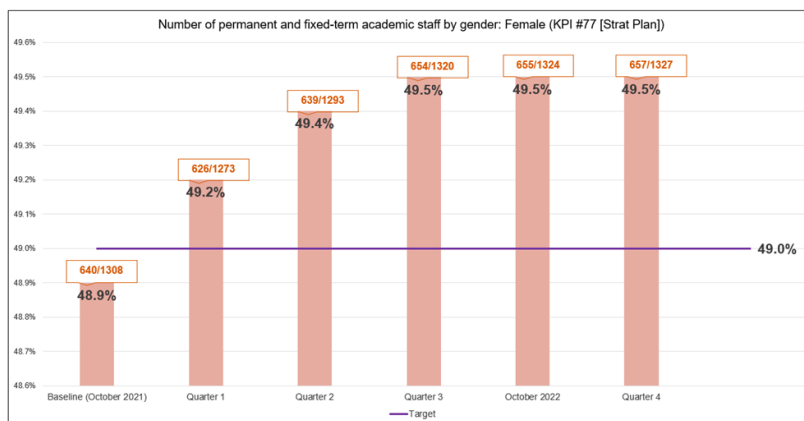
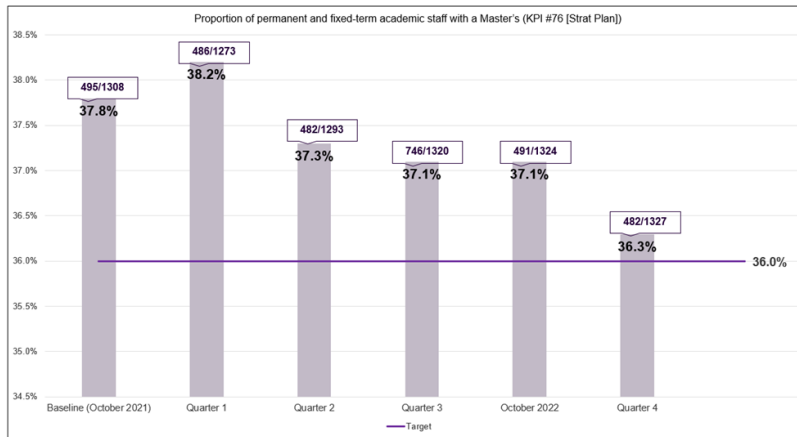


Figure 8: Percentage permanent and fixed-term academic staff with master's



The number of academic and research staff with a doctoral degree increased by 26, year-on-year, and in 2022 the target of 56% was surpassed with an increase to 57%. Over the past five years, the number has increased from 47,8% to the current 57%. Correspondingly, the number of academic and research staff with a master's degree (as highest qualification) has decreased over the past five years from 43,9% to 36,3%, due to the increase in staff with doctoral degrees. The University encourages staff at lecturer level to obtain a doctorate to ensure that the senior lecturer level is well developed for progression to associate professor and professor. Hence, the reduction to 36,3% staff with a master's as highest qualification is a signal of achievement against the target of 36%.

The following APP targets were not achieved in 2022

The number of International Academic and Research staff increased from 17.43% in 2018 to 17.9% in 2022. The increase represents a difference of 24 members of staff, but at the same time the overall staff count increased from 1222 in 2018 to 1324 end 2022. Hence the target of 18% has not been met.

Number of academic staff with a disability

The target for the number of people with disabilities was set at 1,2%, but 1,1% was achieved. This figure remains below the sectoral target of 2%.

Table 6: UJ APP targets not achieved in 2022 (based on HEMIS Rules)

Indicator	Target	Achieved
Number of international permanent and fixed-term academic staff	18%	17,9%
Number of academic staff with a disability	1,2%	1,1%



Figure 9: Percentage international permanent and fixed-term academic staff

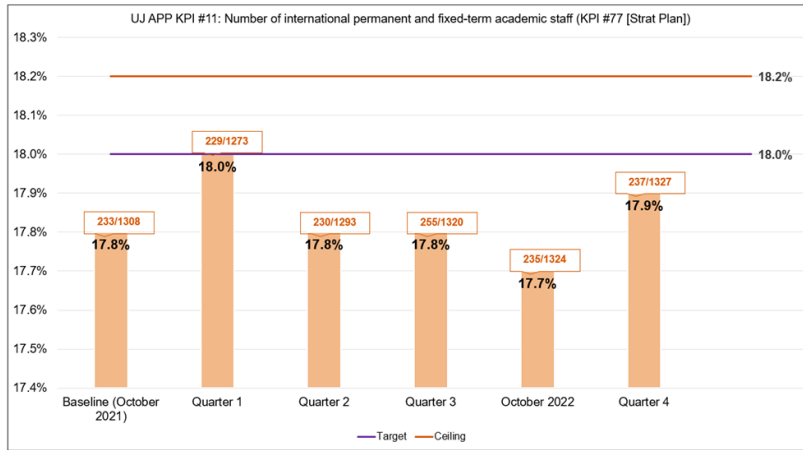
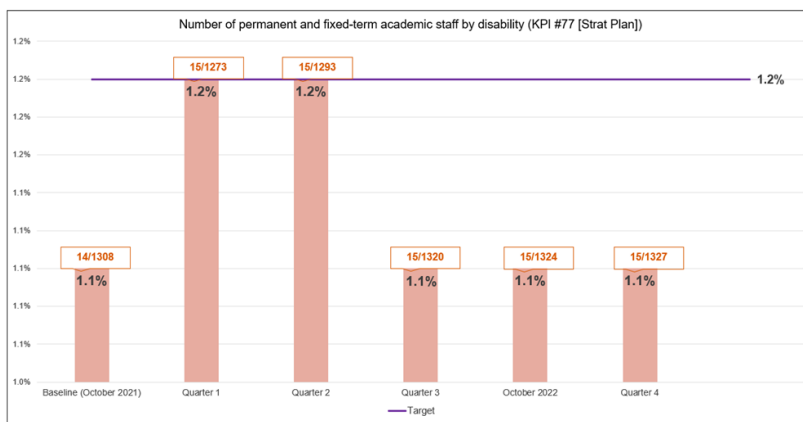


Figure 10: Number of staff with a Disability



The Executive Leadership Group Employment Equity Profile in 2022

The ELG black gender profile has shifted notably. Black female representation was 43,48% in 2019, 47,8% in 2020, 43,48% in 2021, and 50% at the end of 2022. Of the 24 ELG members, there were 12 black females, six black males, two white females, three white males, and one international male.

Table 7: ELG Equity Profile

ELG Equity Profile							Percentage				
Gender	African	Coloured	Indian	White	Int.	Total	African	Coloured	Indian	White	Int.
Female	7	4	1	2		14	50	28.57	7.14	14.29	0.00
Male	5	0	1	3	1	10	50.00	0.00	10.00	30.00	10.00
Total	11	4	2	5	1	24	45.83	16.67	8.33	20.83	4.17



Data Analysis Unit

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

Several systems have been developed by the Unit, and these systems have created greater efficiency and agility for HCM. These improvements have resulted in a higher level of confidence in data, and reports are better aligned with the source systems.

Performance Management (PM)

With the successful implementation of the PM system in 2021, the enhancements for 2022 were developed, tested, and implemented in 2022. The enhancements were based on the suggestions and recommendations of the broader UJ community, which provided their inputs during the 2021 performance year.

The 2022 year saw a greater usage of the PM system. The following was achieved during the contracting, mid-term, and final assessment phases:

- Contracting phase: 99,3%
- Mid-term review phase: 96%
- Final assessment phase: 99%

A greater maturity in PM as a process and the usage of the online system was also noted. KPIs were refined by faculties and divisions to align with the actual performance by employees.

Systems Development and Enhancements

New systems have been introduced as part of a proof of concept, which includes the Training and Awareness application and the Talent Management system. These consultations contribute to defining the business rules, user interface (UI) and user experience (UX). The systems are undergoing further development and refinement, which will be introduced in 2023.

Systems that have been enhanced include the following:

- HR e-Forms application, HR specific letters that are dynamically formulated through the system have been enhanced to provide more security and ease of use for the HCM Administration team
- Org Structure application, exporting of the organisational structure has been included in the application. This enhancement provides users with the ability to export the Org structure in a graphical format



Insights and Analytics

Several new dashboards have been developed and published; several secure power Business Intelligence (BI) dashboards have provided insights and analytics to the HCM team and for decision-making purposes. These dashboards include:

- Non-Designated Impact: Provides an analytical predictive view of the impact on the University as a whole and at faculty/division level of non-designated appointments
- Disability Impact: Similar to the Non-Designated above, it provides an analytical predictive view of the impact on the University as a whole and at faculty/division level of disability appointments
- Vacancy Dashboard – Provides a holistic view of all vacant positions and reflects the various stages of the recruitment life cycle

The dashboards continue to add significant value to the HR team as they provide information and ease of accessibility.

Cyber Security Capability Assessment

Two applications, namely the Performance Management system and the HR e-Forms application, had undergone a cyber security capability assessment in 2022. This audit was performed by the Deloitte team, who reviewed the systems' cyber security capabilities.

The results found that both applications had two medium findings and six low findings. The findings have been scheduled for mitigation in 2023.

Employment Relations and Wellness Unit

Employment Relations (ER) is mainly responsible for the effective management of discipline, grievances, and collective labour engagement, and ensures fairness and compliance with all legislative amendments and legal developments affecting the employment relationship. This is all informed by the right to fair labour practices contained in the Constitution.

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

Employment Relations

The Employment Relations (ER) Unit continued to oversee the range of employment relations issues dealing with issues of mutual interest, including all disciplinary, incapacity and collective bargaining issues.

Disciplinary Cases

The Unit registered over 50 cases which saw a rise from the 33 cases registered in 2021. There has been a vast improvement in the turnaround times for the completion of cases. An average of 60 days was observed in the completion of each case. We also saw all grievances registered being resolved.



Incapacity Cases

The Unit, in collaboration with other HCM Units and the Clinic, monitors on a monthly basis all reported cases of incapacity for ill health. This is to ensure that the employees receive any necessary support and that the process is managed properly to prevent abuse.

CCMA Cases

The University continued to receive positive outcomes from disputes registered with the CCMA with approximately 98% of the awards being in favour of the University.

Collective Bargaining

The University and NEHAWU successfully concluded a substantive agreement for 2023.

Parties agreed on the following increases:

- 5.1% for P5 - P11
- 5.12% for Academic staff
- 5.5% for P12- P15
- 7% for P16-P17
- With effect from 1 January 2023

The 2022 substantive agreement was successfully implemented through the monthly Consultative Bargaining Forum meetings between management team and NEHAWU.

Union relations

Relationships with labour remained cordial, with NEHAWU having elected a new shop steward committee and NUMSA losing its bargaining rights.

In terms of the recognised unions, the membership of organised labour has drastically changed with just over 60% of staff being non-unionised, NEHAWU with over 24% and NUMSA just under 15%.

ER Training

Two ER seminars were held to raise awareness on ER services and developments within the labour law space. The first seminar was targeted at the Executive League Group (ELG) members and the second one at both ELG and SLG members. This saw an increase in terms of reported cases by over 40% from the previous year.

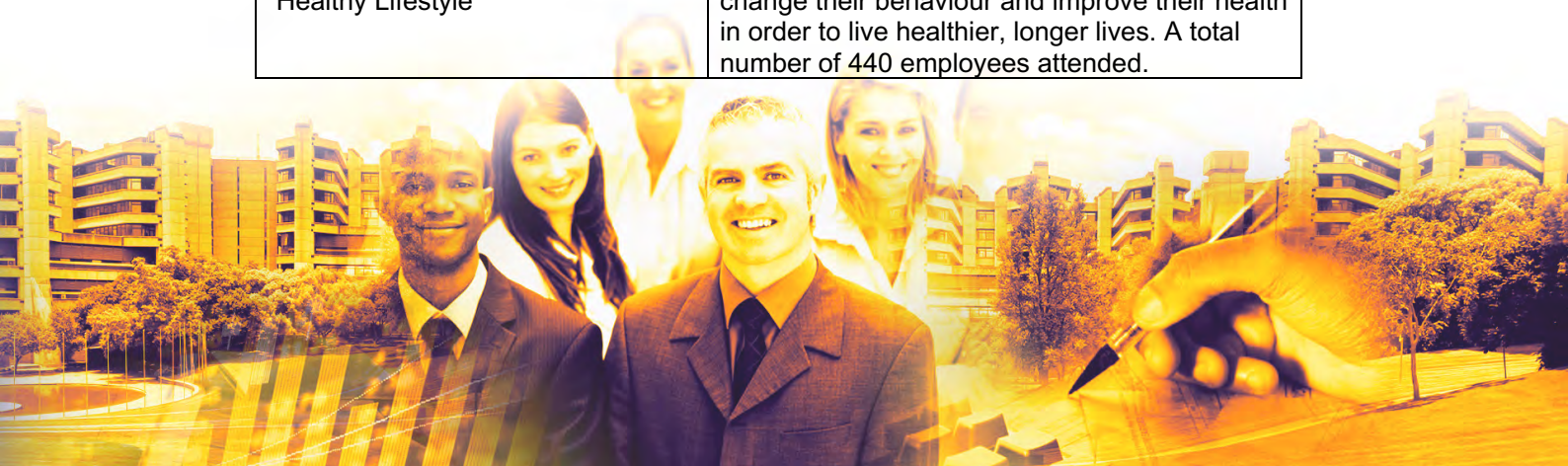
Line managers and other stakeholders were taken through a workshop dealing the management of incapacity for Ill-health.



Employee Wellness: EWP Interventions

Table 8 below indicates the client solution interventions executed to offer support to employees and their dependants:

Interventions presented	Key focus area
Twenty-seven (27) Employee wellness information sessions were held.	There were 14 wellness information sessions with the UJ community, including at six faculty boards. The aim was to inform employees about the wellness offerings provided by UJ to its employees. A total number of 984 employees attended the sessions.
Three (3) sessions on stress and work-life balance	This topical talk focussed on creating work life integration through developing an understanding of what stress is, the impact of stress and techniques or strategies to manage stress realistically with the support of the EWP programme. Total attendance was 241.
Four (4) online sessions on Breast Cancer awareness	178 employees attended the breast cancer awareness sessions.
Two (2) onsite sessions on depression	A total number of 63 employees attended.
An online wellness session on "Stress and Resilience" was held	Thirty-six (36) employees from the Commercial Accounting Department attended.
Two (2) training sessions were held with the wellness champions.	One session was on trends in HIV and the other one was on the role of wellness champions in the COVID-19 climate. A total number of 28 employees attended.
Nine (9) online line manager training session	The focus was on how to identify and refer vulnerable employees to the wellness programme. A total number of 108 employees attended.
Six (6) online sessions on "Burnout and Resilience"	This topical talk raised awareness of the symptoms and causes of burnout and provided techniques to reduce the impact on one's emotional wellbeing. A total number of 805 employees attended.
Eighteen (18) in person sessions on "stress management"	The target group was service staff members. The focus was on identifying stress and managing it. The total attendance was 575.
Three (3) online sessions on "Work life Integration" – returning to work	The session focused on, Emotional Considerations, Different Experiences of Lockdown, The Emotional Impact of Going Back to Work, Recognising the Symptoms of Stress and Tips for a Successful Return to Work. A total number of 492 employees attended.
Four (4) online sessions on "Healthy Lifestyle"	This topical talk aimed to help employees change their behaviour and improve their health in order to live healthier, longer lives. A total number of 440 employees attended.



Interventions presented	Key focus area
Four (4) online sessions on "Managing Conflict"	This topical talk raised awareness of strategies for conflict resolution, to help your personal and professional relationships stay strong and grow. A total number of 601 employees attended.
Six (6) online sessions on "Grief and Loss"	This topical talk unpacked the different types of grief and provided strategies to help a grieving person cope. A total number of 508 employees attended.
Two (2) sessions on harassment in the workplace	A total number of 249 employees attended.
Three (3) online sessions on "Fatigue and self-care"	This topical highlighted the importance of this topic and provided techniques that encourage self-care. A total number of 223 employees attended.
Financial management session	An empowering session on how to manage finances and self. The target was the Finance Division, and the total attendance was 113 employees.
Wellness days	Wellness screenings for lifestyle diseases, including HIV (optional). A total number of 984 employees participated.
HIV Screening	A total number of 157 employees screened for HIV.
Disability awareness	Making employees aware of disabilities and encouraging self-disclosure of a disability. A total number of 97 employees from the Faculty of Education attended.

Employee Assistance Programme (EAP)

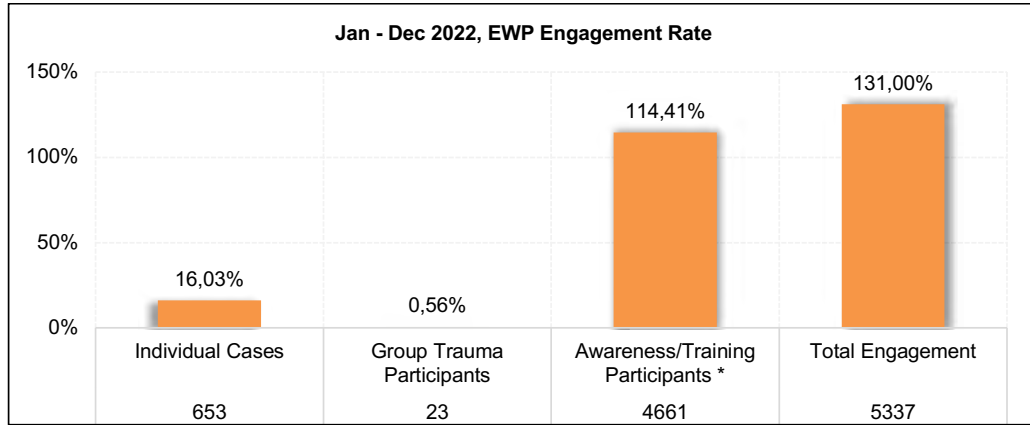
The Human Capital Management Division relies on the support of an external services provider (i.e., Life Health Solutions) for professional and confidential services. The LHS program, amongst others, offers employees and dependents access to twenty-four hours of psychosocial support. This section provides an overview of the cases, services, and problems accessed during the period under review and compares them to previous Annual periods.

Engagement Rate

The annualised staff members engagement rate of 131% was attained for the University of Johannesburg from January to December 2022. The contributors to the engagement rate were the individual cases opened, group trauma participants and awareness/training participants.



Figure 11: EWP Engagement Rate



Utilisation Overview

The table below presents the January to December 2022 cases managed through the EWP compared to the previous 3 annual periods. A total of 653 cases were reported during January to December 2022, yielding a utilisation rate of 16.03%. The utilisation rate is higher than previous 3 years.

Table 9: Cases managed through EWP

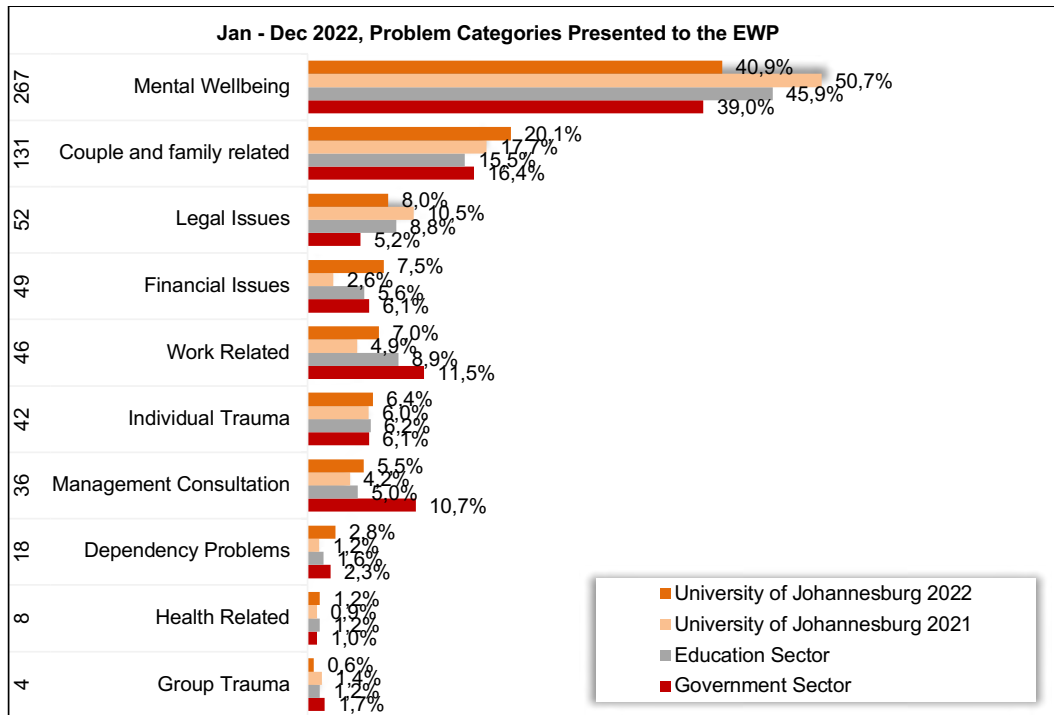
Report Period	No. of Cases	Utilisation rate %
4074 Employees		
University of Johannesburg Jan - Dec 2019	370	9.08%
University of Johannesburg Jan - Dec 2020	307	7.54%
University of Johannesburg Jan - Dec 2021	430	10.55%
University of Johannesburg Jan - Dec 2022	653	16.03%

Presenting Problems

The following graph presents the high-level problems dealt with through the EWP during the annual period. It is evident from the problems addressed that employees have trust in the programme and are seeking assistance for problems of a personal, work related and practical nature. Mental wellbeing was the top problem category presented to the EWP and accounted for 40.9% of the annual cases.



Figure 12: Problem categories presented to the EWP



Remuneration and Benefits Unit

The Remuneration and Benefits Unit is responsible for the management of remuneration and benefits administration. The Unit also provides services in the fields of job evaluations, remuneration benchmarking, HCM audit and risk management facilitation, and employment equity reporting. It harnesses all remuneration processes to assist the HCM Division in ensuring a competitive employee value proposition (EVP), which positions the University of Johannesburg as an attractive employer of choice.

Furthermore, in terms of the remuneration philosophy of the University, HCM also monitors and report on the risk of remuneration costs in relation to the Council Controlled Revenue and Income. As a result, HCM reports annually on consolidated reporting about specific remuneration elements that are being monitored on a year to year comparison. Among the elements being monitored are overtime costs, medical subsidy, incentive bonus costs, academic promotions and temporary staff remuneration costs, to name a few. Policy interventions and other control measures have already been identified and implemented to mitigate and deal with risks that these costs pose from a financial risk management perspective.

There were several notable successes recorded in 2022 as listed below:

- The year commenced with implementation of the annual increases for 4233 staff members, 10 more staff members compared to 2021. Even though the implementation was in February, backdated to January, this did not disturb other planned calendar activities. While the year started with some challenges, the Unit still managed to process



a record number of study concession applications (855 for 2022, compared to 741 for 2021), which is a good indication of use of University benefits. In addition a very high number of salary offers were received this year, with the bulk received towards the end of the year. The offers and offer calculations also included a record number of offers at MEC and ELG level, which helped to attract and retain executive talent within the institution

- The Unit hosted three very successful Long Service Award (LSA) functions during 2022 which is, as always, a key initiative of the Unit. These events serve as the platform through which the Vice-Chancellor recognizes and rewards employees who had dedicated many years of service to the institution, and helps to foster a positive and loyal workforce. Due to the Covid-19 restrictions and specifically the 50% capacity venue restrictions that were still applicable for indoor functions, the function had to be hosted over two days. On 20 July 2022 during the first gathering, the 20 and 30 years Long Service recipients received their awards, and at the second gathering on 03 August 2022 Long Service Awards were presented to the 25, 35, 40, 45 and 50 year recipients as well as to 1 MEC member. The first two functions accommodated staff members who had not been able to receive awards during the previous two year because of COVID-19. Lastly, third LSA function was hosted in November 2022
- At the end of each year, when declared, the Unit is always tasked to determine the performance bonuses for employees who have performed well during the year and met their performance targets. 2022 was such a year when bonuses were declared, and the Unit did the cost modelling and made proposals to MEC to approve the payment of bonuses. Three thousand and thirty-four (3434) employees were paid bonuses, compared to 3391 employees in 2021, which is 43 more employees than in previous year, while the budget remained the same as in 2021. Bonuses were successfully calculated and implemented in December as per schedule
- Finally, and ending on a good note, the Unit was pleased to report a forty seven percent (47%) decrease in employee death and disability cases when compared to the effects of COVID-19 in 2021. This came as a relief in terms of the Unit's involvement and handling of these traumatic experiences, compared to the previous year, as depicted in the table below:

Table 10: Pension and Provident Funds Claims over the past 2 years

Fund Type	Benefits		2021	2022
Pension	Death claims	Staff	19	3
		Dependent	19	8
	Disability claims	Staff	4	5
Provident	Death claims	Staff	20	12
		Dependent	20	13
	Disability claims	Staff	2	3
Total			84	44



Risk Management

The risk environment relating to HR operations was kept under tight control by intervention plans and process automations throughout 2022, and the Human Capital Management Risk Register was updated and revised continuously.

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

Below is the list of risks that are currently receiving priority attention:

- Talent management - which enhances attraction, retention, and succession planning strategies
- Enhancement of the UJ B-BBEE Scorecard (Skills development)
- Inability to meet employment equity targets in the academic environment
- The online Temporary Appointment and Claims System (OTACS) process enhancement
- Staff wellness
- Enhancement of the Performance Management system and related processes
- Cyber security and information technology related processes

Through concerted efforts, the Division proudly celebrated the eradication of long outstanding audit findings, which was achieved by end of 2022. The Division achieved this feat by implementing rigorous plans to assess and obtain progress. Frequent meetings throughout the year with stakeholders were held to monitor all open audits taking place in the Division, including the audits with interdependencies with other Divisions, and to make follow-ups in order to close all relevant findings. Going forward, the HCM is committed to continue its efforts to manage risks, including the implementation of new technologies and the enhancement of a current risk management framework. These efforts will ensure the continued success and growth of the institution.

Transformation Unit

The Transformation Unit leads and coordinates institutional transformation processes and related initiatives that contribute towards the creation of a unique culture in support of the UJ Vision, Strategic Objectives and the enhancement of Global Excellence and Stature. Key focus areas include Institutional Culture, Gender Equity, Diversity and Inclusion, Leadership Development, Ethics and Governance, as well as Awareness and Advocacy.

SIGNIFICANT ACCOMPLISHMENTS IN 2022

In general, the HCM Division has achieved key milestones in 2022, partly due to changes in the way of working. Accomplishments included the following:

- Further significant enhancements of the online Performance Management System and an improved contracting and evaluation percentage, which was significantly higher than in 2021
- Key executive positions filled, including the recruitment of highly cited researchers towards the achievement of the GES goals of the University



- Automation and management dashboard development of key HCM reporting requirements
- Automation of the Declaration of Interest process
- Specific targeted wellness interventions
- Increase in the academic and research workforce from 1 222 in 2018 to 1 283 by the end of 2022 (figures are actuals and not for HEMIS purposes)
- Achievement of most Annual Performance Plan targets
- Key agreements with union stakeholders, which benefited both employees and the University
- The finalisation of the organisational design process, except for one division. Other divisions implemented as per mandate from Council
- Enhancement of the Broad-based Black Economic Empowerment Scorecard particularly focusing on the skills development pillar. The implementation of learnerships with the aim to absorb some unemployed graduates was achieved
- Elimination of long-standing audit repeat findings at the end of 2022

CONCLUSION AND WAY FORWARD

The Human Capital Management Division is continuously striving towards automisation without neglecting face-to-face discussions with staff members. This will always be a priority. Human Capital Management services will also be further refined to ensure closer alignment with customer needs.

