

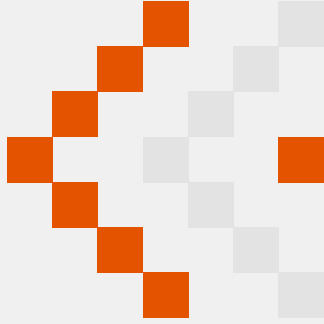
# ANNUAL REPORT 2023



UNIVERSITY  
OF  
JOHANNESBURG

HUMAN  
CAPITAL  
MANAGEMENT

**Our Future**  
Reimagined



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# ANNUAL REPORT 2023

## HUMAN CAPITAL MANAGEMENT

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# MANAGEMENT AND ADMINISTRATION: HUMAN CAPITAL MANAGEMENT

## INTRODUCTION

The Human Capital Management (HCM) Division stands as a beacon of support, advocacy, and empowerment within the University of Johannesburg's (UJ) ecosystem. HCM remains committed to its mission of serving as a catalyst for organisational excellence and employee success. As one of the key functions of UJ, Human Capital Management has played a critical role in assisting the University towards its mission of academic excellence, fostering a supportive work environment, and cultivating a culture of continuous growth for its employees.

First and foremost, HCM extends its warmest congratulations to Professor Letlhokwa Mpedi: Vice-Chancellor and Principal, who was inaugurated as the esteemed leader of the University of Johannesburg in 2023. The inauguration of Professor Letlhokwa Mpedi marked the beginning of an exciting new chapter in the University's history. The Vice-Chancellor has articulated a bold vision for the future, rooted in the belief that education and research have the power to transform lives and communities. The new 2035 strategy of 4IR for Societal Impact seeks to harness the collective expertise and resources of the University of Johannesburg to address the most pressing challenges facing our world today. As such, HCM will continue to prioritise the recruitment, development, and retention of top talent with common commitment to social responsibility and positive change.

In addition, the Human Capital Management Division is pleased to celebrate the remarkable achievement of UJ's rise in the latest university rankings. This notable accomplishment is a testament to the dedication, talent, and collective efforts of the entire UJ community.

Reflecting upon the past year's endeavours, it becomes apparent that the HCM Division has played a pivotal role in shaping the institution's success. In the ever-evolving landscape of higher education, HCM's commitment to attracting, developing, and retaining top talent remains resolute. Reflecting on the accomplishments and the path ahead, it becomes clear that the University's success is intrinsically tied to the dedication and passion of its employees. The Human Capital Management Division, in collaboration with other stakeholders of the UJ community, has also strived to create an environment where innovation, diversity, and inclusivity thrive.

HCM is further dedicated to upholding the highest ethical standards and promoting transparent governance in every facet of its practices. Navigating the complexities of human resources within the academic environment, the University with the assistance of HCM also remains steady in its commitment to fostering an environment where ethical conduct and effective governance are the cornerstones of success.

In the following we reflect on the strides made and challenges encountered in the realm of HCM operations in 2023.

## OPERATING CONTEXT

The operating context of the Human Capital Management Division is characterised by a unique intersection of academic excellence, regulatory compliance, and a commitment to fostering a positive and inclusive work environment.

To give effect to its mandate of efficient and effective people management, the Division is divided into units structured to serve the needs of the institution. The Office of the Executive Director: HCM is responsible and accountable for all HR-related matters as depicted in Figure 1.



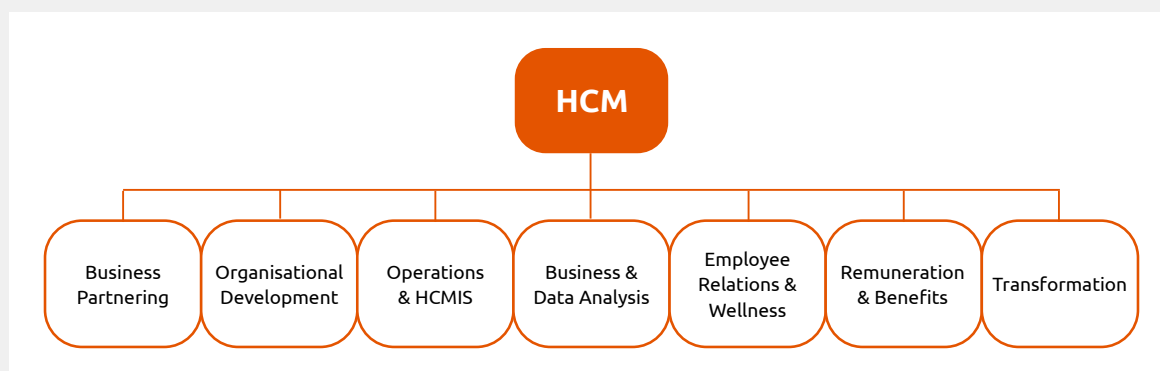


Figure 1: Human Capital Management Division units

## STRATEGIC INITIATIVES DURING 2023

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

### Human Capital Management Business Partnering (HCMBP) Unit

In 2023, the primary focus of the HCM Business Partnering Unit was on enhancing operational efficiency and ensuring the effectiveness of HCM processes, along with providing key HCM solutions to contribute to the institution's success. As part of the commitment to fostering a culture of continuous improvement, a relevant client satisfaction survey was conducted. This survey aimed to ensure that HCM Business Partners were delivering optimal services and gathering feedback on interactions with the respective environments.

Through active participation in the survey, clients contributed to the continuous identification of areas for improvement in the services offered by the HCM Division. The survey also sought to confirm that the team was meeting the requirements of the environment in an effective and efficient manner. To further enhance service delivery, HCM conducted one-on-one meetings with the Executive Leadership Group (ELG), receiving overall positive feedback with the identification of certain developmental gaps.

In its pursuit of efficiency and seamless delivery, the Unit revisited and refined a total of nine standard operating procedures (SOPs) for HCM and financial business partners. These refinements were aimed at driving process efficiency and ensuring a smooth delivery of services.

Throughout the year, the BP team has worked diligently to align HCM initiatives with overarching business objectives, ensuring that the human capital strategies are not only responsive to the immediate needs of the institution but also anticipatory of future challenges. From talent acquisition and employee engagement to workforce planning and strategic leadership development, the Business Partnering Unit has been at the forefront, contributing to the overall success of UJ.

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

- **Recruitment** – A total of 466 vacancies were advertised, of which 318 were filled and 148 are still under resourcing activity.
- **A total of 128 academic appointments** were made, of which 95 (74.22%) were from the designated group and 33 (25.78%) from the non-designated group. Most appointments (73, or 57.03%) were of black staff, showing improvement in the University's profile of designated employees.
- **Strategic workforce planning** – The faculties and divisions updated actual movements in 2023, in line with the forecast figures and projected staffing requirements for the year.
- **Annual position budget** – Monthly budget management and saving of funds as well as the annual budget process/presentation were concluded with all budget requirements submitted and reported.
- **Online performance management system** – This was successfully run by the Unit, ensuring compliance and consistency throughout the performance management cycle.
- **Post-retirement appointments** – The focus as per the revised policy on retirements was on the implementation of longer-term contracts for NRF A- and B-rated academics; a total of 19 post-retirees including SARChI Chairs were appointed in 2023.

- **Customer satisfaction survey and engagement sessions** – These were done with environments to assess the service delivery by business partners.
- **Day-to-day guidance to management and employees** – This included conclusion of first- and second-phase employment relations matters, employee wellness caring and interventions, as well as ensuring 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.
- The Unit also conducted **roadshows** to promote HCM service offerings for new HODs and faculty deans.

### ***Executive recruitment and global excellence and stature (GES)***

Filling the executive leadership group positions promptly is essential for maintaining institutional effectiveness, stability, and adaptability. The HCM facilitated the recruitment and review process of high-level executive positions, which culminated in the following appointments and reappointments in 2023:

- Vice-Chancellor and Principal
- Deputy Vice-Chancellor: Academic
- Registrar
- Executive Dean: College of Business and Economics
- Extension of a contract of the Senior Executive Director
- Executive Dean: Faculty of Art, Design and Architecture
- Executive Director: Facilities Management
- Executive Dean: Faculty of Science
- Reappointment of Executive Director: Financial Governance and Control
- Reappointment of Chief Information Officer
- Reappointment of Executive Dean: Faculty of Engineering and the Built Environment

In support of the GES Strategy, positions were created to directly develop UJ's 4IR agenda. These positions contribute to a dynamic and forward-thinking academic environment that benefits the broader UJ community, as innovation plays a pivotal role in advancing education, research, and the overall mission of the university.

Key appointments were made. Since 2014 to date, the cumulative figures are as follows:

- Distinguished Visiting Professors (DVP) – 83 (of the 83 appointed DVPs, 25 are contributing to the 4IR agenda).
- Distinguished Professors – 5.
- Directors of Institutes – 3.

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

- Professors of Practice – 10.
- Associate Professor of Practice – 2.
- Visiting Professors – 14.
- Visiting Associate Professors – 6.
- Senior Research Associates – 7.

### ***Academic and research staff promoted in 2023***

In terms of permanent and fixed-term staff academic and research staff promotions as depicted in Table 1, Senex approved 77 promotions in 2023 compared to 70 promotions in 2021 and 2020, respectively, and 50 in 2019. Of the number of staff promoted, 37 were female, and 40 were male. A total of 39 were promotions from the designated group and 38 from the non-designated group, of whom 16 were white and 22 international.





Table 1: Number of academic promotions in 2023

2023 Academic Promotions											
Position promoted to	Female					Male					Total
	Black	Coloured	Indian	White	Int.	Black	Coloured	Indian	White	Int.	
Associate Professor	1	0	4	3	1	5	0	1	3	2	20
Professor	3	0		2	1	1	0	1	1	4	13
Senior Lecturer	6	1	3	5	7	9	1	3	2	7	44
<b>Grand Total</b>	<b>10</b>	<b>1</b>	<b>7</b>	<b>10</b>	<b>9</b>	<b>15</b>	<b>1</b>	<b>5</b>	<b>6</b>	<b>13</b>	<b>77</b>

## Organisational Development Unit

As HCM continues to evolve in response to the dynamic needs of UJ, in 2023, the Organisational Development Unit assumed responsibility for the talent acquisition (resourcing) and position budgeting functions, taking over these critical aspects from the Business Partnering Unit, as well as recruitment for most levels within the institution. By consolidating these functions under OD, HCM aims to streamline processes, enhance efficiency, and provide a more cohesive and specialised approach to talent acquisition and resource allocation. OD is poised to bring its expertise to bear on these critical functions, fostering a seamless experience for both internal stakeholders and prospective candidates.

### Organisational design, and change management

The **Reward and Recognition Programme**, launched in June 2023, was designed to acknowledge, and appreciate the hard work and dedication of support staff members across faculties and support divisions. The programme aimed to reinforce the UJ values, boost employee morale, and create a workplace where excellence is not only encouraged but also celebrated. A total of 152 support staff members were acknowledged during this period and were awarded gift vouchers, redeemable at selected stores. The Reward and Recognition Programme has undoubtedly contributed to a more vibrant and motivated workplace for UJ, and HCM commends all the managers who participated in this initiative.

As OD celebrates the successful launch of the Reward and Recognition Programme, HCM is committed to building upon this foundation. The future includes continuous refinement of the programme based on feedback, expanding recognition categories, and exploring innovative ways to celebrate accomplishments.



Emphasis was also placed on the **development of the UJ 4IR Knowledge Hub app**, which will be launched in 2024. The app serves as a repository for curated content, research findings and educational materials related to the Fourth Industrial Revolution. Staff members can access the latest insights, trends, and best practices in areas such as artificial intelligence, robotics, Internet of Things (IoT), blockchain, and other 4IR technologies. The app also has an interactive functionality that will allow staff members to test their knowledge of technologies related to UJ catalytic projects. The app aims to raise awareness among staff members about the impact that UJ has made in society using 4IR technologies. The app will be accessible on Google Play Store and Apple Store.

OD also implemented an **online portal for capturing, updating, and retrieving job profiles**. This solution will not only simplify the process of creating and updating job profiles but also enhance accuracy, accessibility, and efficiency significantly in HR operations. Access to the system will be provided to all managers after all job profiles have been uploaded to update and align with the current UJ operational needs.

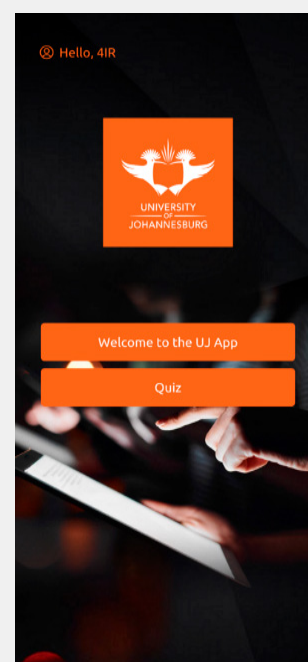
OD continued to provide change management support to the **Finance Division** through its **organisational redesign journey**. This initiative is a continuation of the organisational redesign of support divisions, which aims to optimise resource utilisation, improve decision making processes, and foster a more agile and collaborative environment within the Finance Division. Major milestones have been achieved involving the placement of staff members in different units and roles as well as the updating of job profiles to align with the enhanced service delivery model. This transformative effort will enable the Finance Division to contribute meaningfully to the overall success and sustainability of UJ. It is anticipated that the project will conclude in 2024.

Considering the recent development of the new **University Strategy of 4IR for Societal Impact**, OD has **planned change management interventions** that will help increase awareness and foster a sense of collective ownership in support of the change management strategy of the University, to ensure a successful transition to the new strategy while preserving a positive organisational culture. These interventions will be implemented in 2024 in alignment with the rollout of the 2035 UJ Strategy.

### ***Learning and Development Unit***

The Learning and Development (L&D) Unit has for the second time in a row, contributed to the increased skills development pillar of the broad-based black economic empowerment (B-BBEE) score for the University of Johannesburg; currently UJ is a Level 4 B-BBEE contributor. This is a major step forward for the L&D Unit as this means that the combined interventions, which focus on institutional training, self-development training, computer training, leadership and supervisory training, and above all, learnerships, contributed to a larger goal, while still creating opportunities for staff to develop themselves. Channelling efforts into this strategic goal of the University ensures that the Unit stays relevant, impact the University on a strategic level as well as contribute to achieving the goals of the Division: HCM.

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 Employment Equity (EE) Plan and planning for interventions and submission of data to support the Skills Development Pillar of the B-BBEE scorecard. The main benefits of compliance for UJ are discretionary grants that were received from the Education, Training and Development (ETDP) Sector Education and Training Authority (SETA), which was allocated to specific learnerships, and an increased B-BBEE level for UJ. For the past 12 years, the L&D Unit has promptly submitted the WSP without fail and features favourably within higher education. The biggest challenge regarding compliance experienced by this Unit is the

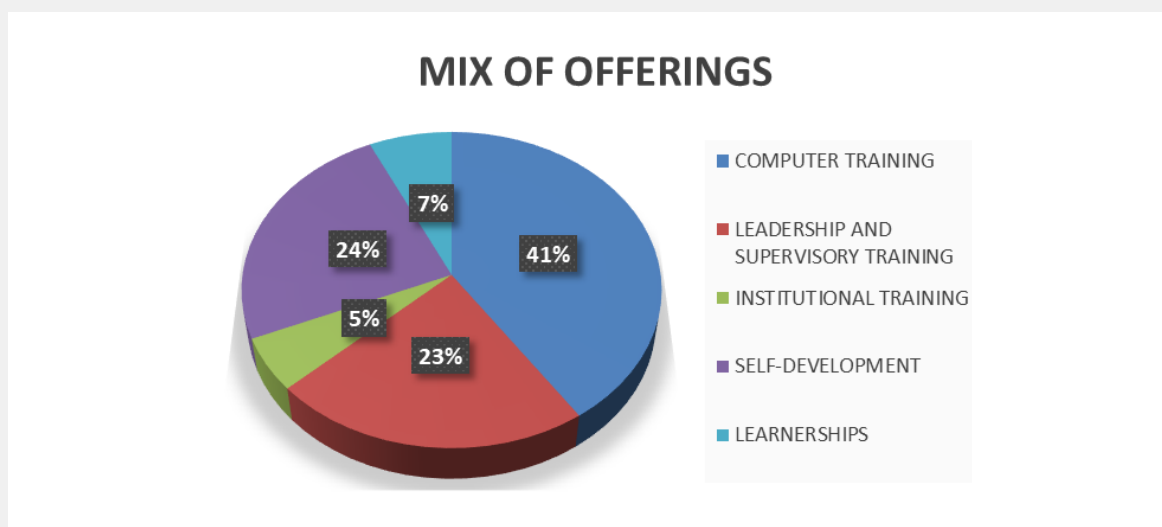




lack of information received from different areas of UJ in terms of training conducted for staff. This problem has been addressed slowly and every year we see the improvement in reporting. Partnering with the Finance Division is also assisting the Unit in collecting better data.

Training interventions were mainly presented online; however, a number of courses were beginning to make their way back to the classroom. Hybrid training seems to be the main methodology with certain topics lending themselves to classrooms (i.e. leadership and self-development) and others more focused on online methods. Challenges in the L&D environment will always be to deliver a full training experience, including learners that will experience an environment conducive to training, including all the necessary devices and venues, catering for full-day training and enough fresh water, coffee, and tea for their needs.

With a constrained budget for the year, the Unit managed the following interventions, a total of 4 293 staff members were trained in information training related courses and a total of 138 trained in informal training related courses. Figure 2 below shows various learning and development interventions offered in 2023:



*Figure 2: Learning and Development interventions offered in 2023*

A special effort was launched to upskill UJ staff in **computer literacy**, with computer training taking up to 41% of the training offerings during 2023. The training targeted staff members with no or very little computer skills. This was followed by self-development learning and development interventions at 24% and leadership and supervisory training with 23% participation. Various other computer training interventions were hosted with a focus on MS Teams, MS Outlook, MS Word, MS Excel, Basic Data Analysis, Dashboards, SharePoint, and OneDrive.

**Leadership and supervisory** interventions reached a high number of staff with 23% of interventions focusing on this category. A structured online leadership and supervisory training intervention covering 12 modules, was presented with an online group coaching element implemented after each module, enabling staff to follow up new learning implemented and checking in with facilitators on problems experienced.

**Self-development** interventions (24% of the mix) was well-attended. The topics were specifically sourced from training needs expressed in the personal development plans of the performance management system. These interventions included topics such as time management, motivation, emotional intelligence, presenting and public speaking, assertiveness, conflict management, minute taking, report writing, self-awareness and customer service.

The 5% of interventions allocated to **institutional training** included induction for new staff as well as performance management training.

**Learnerships** are considered to be our flagship interventions. A learnership is a structured intervention with workplace learning included and portfolios of evidence submitted throughout the duration of the learnership, which is formally assessed and moderated. The typical duration (including workplace application) of a learnership is 12 months.

All L&D interventions are aligned to the B-BBEE scorecard; however, the number of learners attending learnerships is targeted. The target for learners in 2023 was 203 learners.

The L&D Unit offered formal qualifications to 208 UJ staff members, increasing their level of qualifications as well as the total level of qualifications within UJ. A total number of seven formal training qualifications were offered in the form of learnerships, which included Business Administration (NQF Level 4), Generic Management (NQF Level 5), Hygiene and Cleaning (NQF Level 1), Hygiene and Cleaning (NQF Level 3), and End-User Computing (NQF level 3).

### **Operations and Human Capital Management Information Systems (HCMIS) Unit**

The Operations and HCMIS Unit operates with a centralised approach to employee data management, aiming to streamline processes and enhance efficiency. Comprising two specialised subunits dedicated to service delivery, the Unit focuses on seamless integration to support HCM centres of excellence. It achieves this through system enhancements, process automation, and administrative interventions, bolstered by robust training initiatives and a culture of accountability.

The HCM Operations subunit serves as the primary provider of transactional administrative support to both the HCM centres of excellence and the broader UJ community. This entails overseeing the complete employee life cycle, managing system inputs, data audit and accuracy, maintaining electronic records, and facilitating other necessary transactional processes including involvement in audit reviews.

Concurrently, the HCM Information Systems (HCMIS) subunit offers essential system support and related services to HCM and UJ stakeholders. This support encompasses managing Oracle EBS and OTACS systems, Oracle Business Intelligence, data analysis, fulfilling HCM reporting requirements and outlook on HCM systems and related projects. HCMIS ensures data integrity, troubleshooting, system automation of HCM processes, and develops comprehensive reports to facilitate informed decision making.

Several focal points received attention and the following progress was made:

- Administered the new 'Declaration of Interest' online application and incorporated the CAA declaration process into academic settings.
- Oversaw the online Exit Clearance application and identified necessary enhancements for implementation in 2024.
- The HCM Schedule of Submissions was effectively managed to ensure timeous and up-to-standard reporting.
- The Human Resources Administration Unit plays a pivotal role in managing various aspects of the employee life cycle, contributing to organisational success, and compliance. Through this Unit, internal and external audit findings were addressed and well-managed.

### **HCM Governance**

The following policies/procedures were developed or reviewed to ensure alignment and compliance with legislation and best practices in 2023:

- Policy on Overtime Compensation (MEC approved on 18 April 2023)
- Policy on Incapacity Management (MEC approved on 23 August 2023)
- Policy on ELG Remuneration (REMCO approved on 24 August 2023)
- Disciplinary Procedure and Code (Council approved on 21 September 2023)
- Policy on Temporary and Fixed-Term Appointments (Council approved on 24 November 2023)

### **Workforce analysis and employment equity (EE) statistics**

- UJ Overall workforce as of 31 December 2023

In Table 2, UJ's permanent and fixed-term workforce statistics showed an increase in the number of staff, when comparing 2019 with 2023. To be noted is the increase in academic and research staff since 2019, which after a decrease led to the same results as in 2022 and increased to 1 308 in 2023. In the support environments, more positions were filled in 2023 to support the evolving needs of the institution.



Table 2: UJ academic and research staff complement breakdown (gender and race)

ACADEMIC and RESEARCH STAFF EQUITY PROFILE 2023											
Occupational Level	Female					Male					Total
	B	C	I	W	Int	B	C	I	W	Int	
Senior Management	9	1	9	38	14	13	6	9	37	54	190
Prof Qualified and Experienced Specialist and Mid-Management	75	14	43	99	35	93	10	25	87	90	571
Skilled, Academic, Jr Mgmt, Supervisors, Foremen and Supts	161	22	37	82	20	130	9	23	38	25	547
<b>Grand Total</b>	<b>245</b>	<b>37</b>	<b>89</b>	<b>219</b>	<b>69</b>	<b>236</b>	<b>25</b>	<b>57</b>	<b>162</b>	<b>169</b>	<b>1308</b>

Table 3 shows that the permanent and fixed-term academic and research HEMIS count increased by 2.13% from 1 330 in 2019 to 1 359 in 2023. The vacant *position count* for academic and research positions is 150 with some of the vacant positions being filled by temporary staff.

The permanent and fixed term support staff HEMIS count increased from 3,193 in 2019 to 3,284 in 2023. The vacant *position count* for support staff for 2023 reflects 269 vacant positions, some of which are filled by temporary staff.

Table 3: UJ workforce over the past five years (Based on HEMIS rules)

UJ Staff Complement 2019 to 2023					
Row Labels	2019	2020	2021	2022	2023
Instructional/research professional	1 330	1 309	1 309	1 328	1 359
Executive/admin./mgmt. professional	129	132	140	143	152
Specialised/support professional	488	470	474	505	525
Non-professional administration	1 141	1 118	1 112	1 131	1 156
Service	1 177	1 175	1 165	1 209	1 205
Technical	154	159	156	154	148
Crafts/trades	104	99	92	88	98
<b>Grand Total</b>	<b>4 523</b>	<b>4 462</b>	<b>4 448</b>	<b>4 558</b>	<b>4 643</b>

For the reporting period, the permanent and fixed-term academic and research female representation is 45.1% and international female 5.28% of the total headcount as shown in Table 4. Black females represent 28.36% and white females represent 16.74%.

Male representation is 36.69% and international male 12.92% of the total headcount. Black males represent 24.31% and white males represent 12.38%. The overall female representation is 50.28% against the overall male representation of 49.62%.

When comparing 2022 figures with 2023, the African female headcount increased by 28, coloured females increased by 2, Indian females decreased by 1, and white females decreased by 2. The African male count increased by 12, coloured males decreased by 1, and Indian males increased by 2. International females remained unchanged at 69 and international males increased by 1 to 169.



Table 4: Academic equity profile over the past five years

Academic Equity Profile											
	Female					Male					Grand Total
	A	C	I	W	Int	A	C	I	W	Int	
2019	184	39	90	249	67	210	27	52	197	168	1 283
	14,34%	3,04%	7,01%	19,41%	5,22%	16,37%	2,10%	4,05%	15,35%	13,09%	
2020	182	38	93	239	63	214	26	54	197	164	1 270
	14,33%	2,99%	7,32%	18,82%	4,96%	16,85%	2,05%	4,25%	15,51%	12,91%	
2021	198	37	96	230	66	212	24	53	184	164	1 264
	15,66%	2,93%	7,59%	18,20%	5,22%	16,77%	1,90%	4,19%	14,56%	12,97%	
2022	217	35	90	221	69	224	26	55	168	178	1 283
	16,91%	2,73%	7,01%	17,23	5,38%	17,46%	2,03%	4,29%	13,09%	13,87%	
2023	245	37	89	219	69	236	25	57	162	169	1 308
	18,73%	2,83%	6,80%	16,74%	5,28%	18,04%	1,91%	4,36%	12,39%	12,92%	

When looking at the academic equity profile for permanent and fixed-term staff over the past five years, African females increased from 184 in 2019 to 245 in 2023, which is a 4.38% increase. Coloured and Indian females remained constant with a slight decrease over the five-year period. White females decreased from 249 in 2019 to 219 in 2023, a decrease of 2.67%. The international female count remained constant at around 5.2%.

African males increased from 210 in 2019 to 236 in 2023, a 1.67% increase. Coloured males decrease slightly during the period under review, and Indian males progressively increased to 4.36%. White males decreased by 2.99% and international males decreased slightly to 12.92%. The overall headcount increased by 25 from 1 283 in 2019 to 1 308 in 2023.

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

SUPPORT and EXECUTIVE STAFF EQUITY PROFILE 2023											
Occupational Level	Female					Male					Total
	A	C	I	W	Int	A	C	I	W	Int	
Top Management	2	1	0	1	0	2	0	0	0	0	6
Senior Management	22	3	10	13	2	19	5	1	17	1	93
Prof Qualified and Experienced Specialist and Mid-Management	88	15	26	63	2	90	10	5	29	11	339
Skilled, Academic, Jr Mgmt, Supervisors, Foremen and Supts	270	62	41	80	8	277	15	12	30	8	803
Semiskilled and Discretionary Decision Making	264	38	10	53	3	397	8	2	22	0	797
Unskilled and Defined Decision Making	569	7	0	0	2	538	2	0	1	0	1119
<b>Grand Total</b>	<b>1 215</b>	<b>126</b>	<b>87</b>	<b>210</b>	<b>17</b>	<b>1 323</b>	<b>40</b>	<b>20</b>	<b>99</b>	<b>20</b>	<b>3 157</b>

For the reporting period, the permanent and fixed-term support staff female representation is 51.88% and international females are 0.54% of the total headcount. Black females represent 45.23% and white females represent 6.65%. Male representation is 46.94% and international male represents 0.63% of the total headcount. Black males represent 43.8 and white males represent 3.14. The overall female representation is 52.42% against the overall male representation of 47.58%.

When comparing 2022 figures with 2023, the African female headcount increased by 38 of which most were appointed in the semi-skilled category. Coloured females decreased by 5, Indian females decreased by 2, and white females decreased by 15. The African male count increased by 16, coloured increased by 1, Indian male decreased by 1 and white male decreased by 5. International female increased by 1 to 17 and international male decreased by 1 to 20. The Executive Leadership Group remained constant over the past three years. At the end of 2023, the headcount was 21.

*Table 6: UJ support staff equity profile over the past five years*

Support Equity Profile											
	Female					Male					Grand Total
	A	C	I	W	Int	A	C	I	W	Int	
<b>2019</b>	1 086 35,27%	138 4,48%	88 2,86%	273 8,87%	11 0,36%	1 274 41,38%	37 1,20%	24 0,78%	127 4,12%	21 0,68%	<b>3 079</b>
<b>2020</b>	1 096 35,96%	131 4,30%	83 2,72%	258 8,46%	12 0,39%	1 265 41,50%	36 1,18%	24 0,79%	119 3,90%	24 0,79%	<b>3 048</b>
<b>2021</b>	1 100 36,32%	132 4,36%	87 2,87%	241 7,96%	16 0,53%	1 265 41,76%	33 1,09%	23 0,76%	111 3,66%	21 0,69%	<b>3 029</b>
<b>2022</b>	1 170 37,67%	127 4,09%	88 2,83%	223 7,18%	16 0,52%	1 302 41,92%	39 1,26%	20 0,64%	101 3,25%	20 0,64%	<b>3 106</b>
<b>2023</b>	1 208 38,52%	123 3,92%	86 2,74%	208 6,63%	16 0,51%	1 318 42,03%	40 1,28%	20 0,64%	97 3,09%	20 0,64%	<b>3 136</b>

When comparing the permanent and fixed-term support equity profile over the past five years, African females increased from 1 086 in 2019 to 1 208 in 2023, which is a 3.25% increase. Coloured females decreased from 138 to 123, a 0.56% decrease. Indian females remained constant at around 2.8%. White females decreased from 273 in 2019 to 208 in 2023, a decrease of 2.24%. The international female count remained constant at around 5.1%.

African males increased from 1 274 in 2019 to 1 318 in 2023, a 0.65% increase. Coloured males increased slightly during the period under review, and Indian males decreased slightly to 0.64%. White males decreased from 127 in 2019 to 97 in 2023, or 1.03%. International males remained constant at around 6.5%. The overall headcount increased by 57 from 3 079 in 2019 to 3 136 in 2023.

### ***The UJ Annual Performance Plan***

The UJ Annual Performance Plan (APP) is revised on an annual basis to align with the UJ Strategic Plan; UJ managed to achieve six of the 14 targets that were supported by HCM.

Table 7: UJ APP targets achieved in 2023 (based on HEMIS Rules)

KPI Indicator	Target	Achieved
Number of leadership programmes for the development of staff and students (#)	3	6
Proportion of permanent and fixed-term academic staff (HEMIS category 1: instruction/research professionals) with a PhD	59.0%	59.2%
Academic staff profile: Number of permanent and fixed-term academic staff: Race (Black)	51.0%	53.5%
Academic staff profile: Number of permanent and fixed-term academic staff: Disability	1.2%	1.3%
Number of Associate Professors and Professors: Race (Black)	28.5%	29.4%
Number of permanent and fixed-term academic staff recruited who are working in 4IR (cumulative)	45	54

The number of permanent and fixed-term academic and research staff with a doctoral degree increased by 48, year on year, and in 2023, the target of 59% was slightly surpassed with an increase to 59.2%. Over the past five years, the number has increased from 49.2% to the current 59.2%. Correspondingly, the number of academic and research staff with a master's degree (as highest qualification) has decreased over the past five years from 43.1% to 34.9%, due to the increase in the same staff cohort obtaining doctoral degrees. The University encourages staff members who are at the level of a lecturer 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 34.9% staff with a master's as the highest qualification is a signal of achievement against the target of 36.5%. It is important to note that having academic staff accomplishing doctoral qualifications is essential for maintaining and advancing the University's academic standards, research output, and overall standing in the global higher education landscape.

It is also noted that the number of academic and research staff with a disability has slightly increased from 1.1% end of 2022 to 1.3% at the end of 2023. Appointing staff members with a disability fosters a more inclusive and diverse work environment. This can be particularly beneficial in attracting highly skilled and qualified individuals who might otherwise be overlooked.

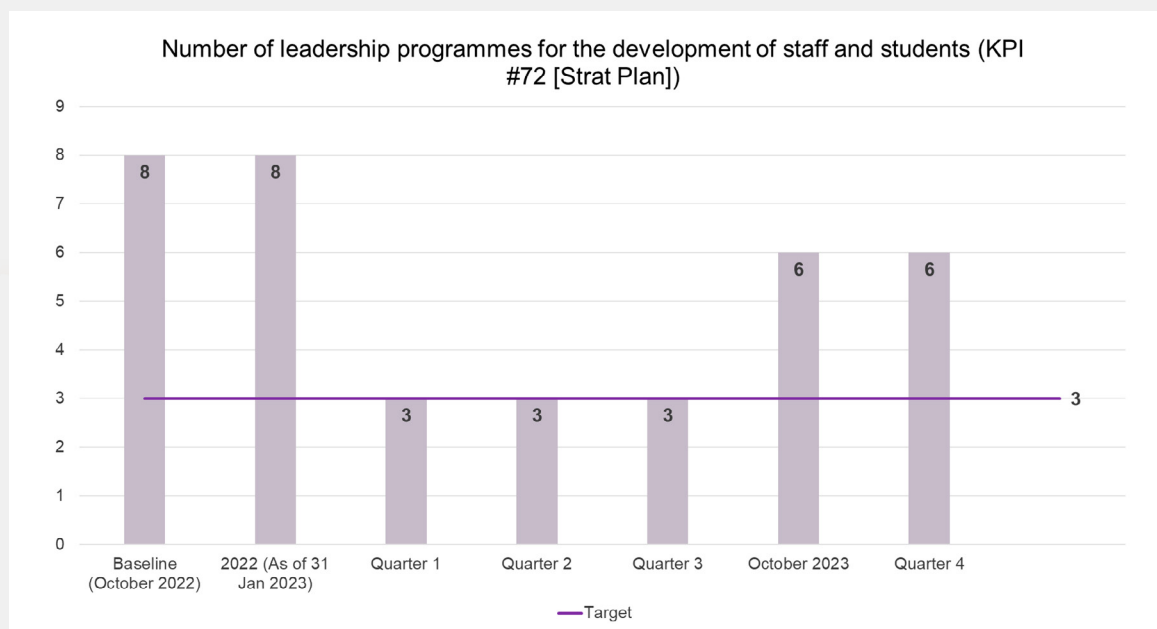


Figure 3: Number of leadership programmes for the development of staff and students



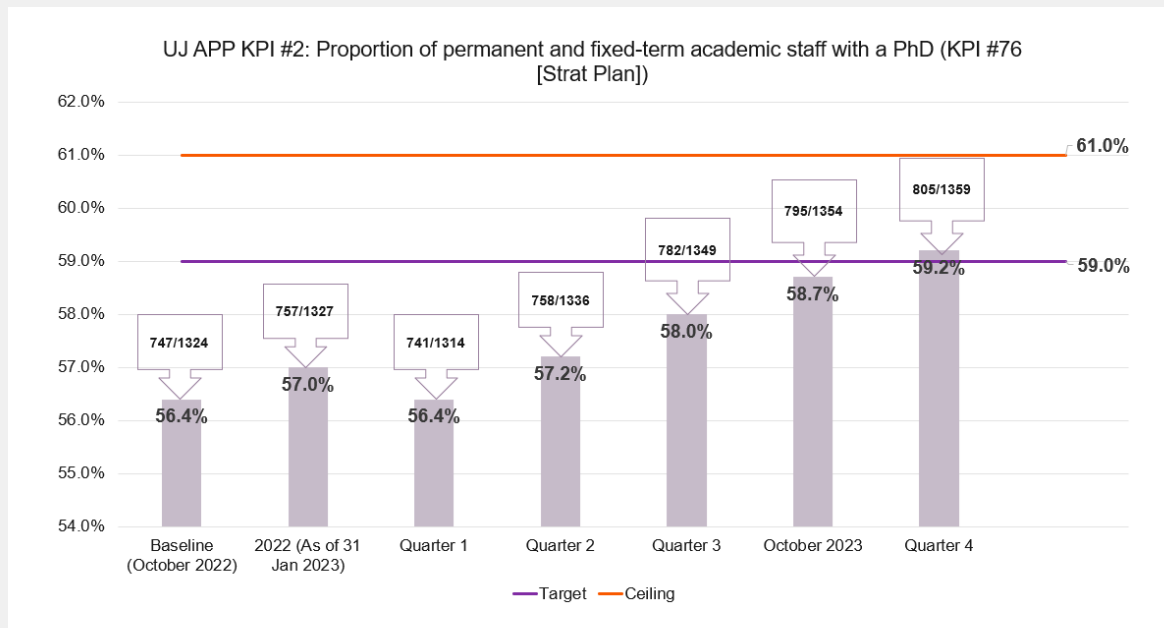


Figure 4: Percentage permanent and fixed-term academic staff with doctorates

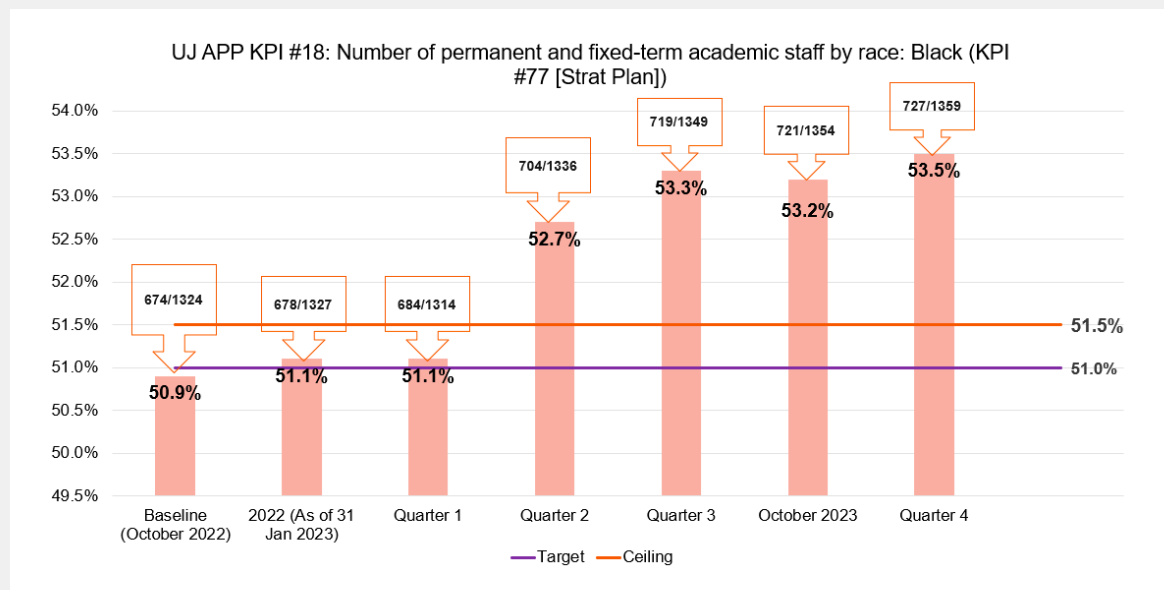


Figure 5: Number of black permanent and fixed-term academic staff

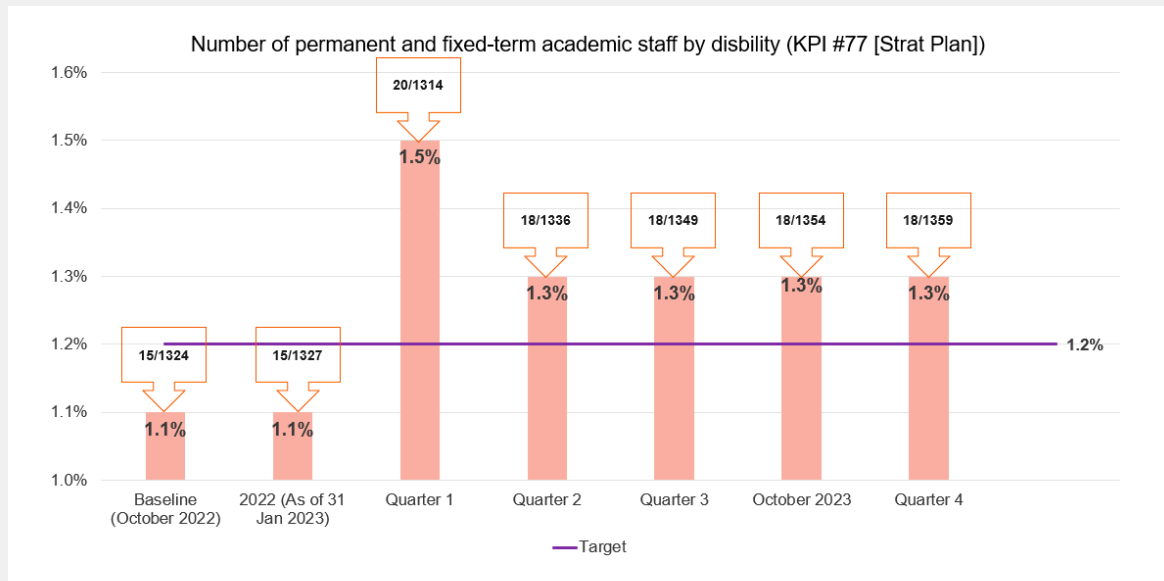


Figure 6: Number of staff with a disability

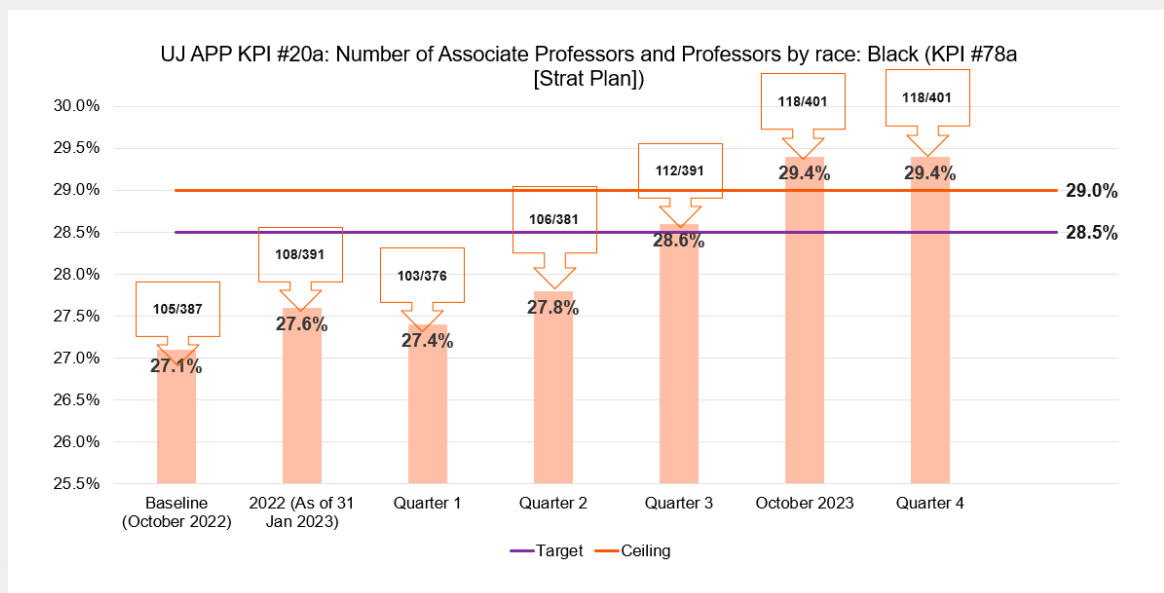
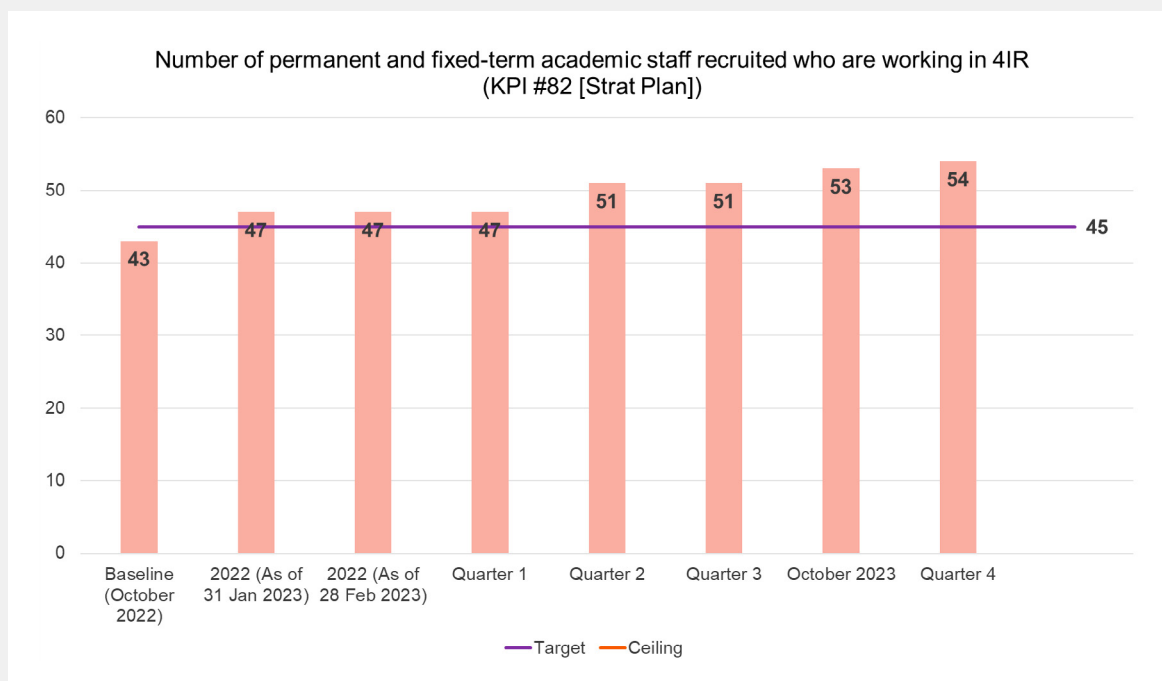


Figure 7: Number of black (SA) associate professors and professors



*Figure 8: Number of Permanent and Fixed-term Staff Recruited who are Working in 4IR (cumulative)*

*Table 8: UJ APP targets not achieved in 2023 (based on HEMIS Rules)*

KPI Indicator	Target	Achieved
Proportion of permanent and fixed-term academic staff (HEMIS category 1: instruction/research professionals) with a Master's (or equivalent as UJ defined) as highest qualification	36.5%	34.9%
Academic staff profile: Number of permanent and fixed-term academic staff: Gender (Female)	51.0%	50.1%
Academic staff profile: Number of permanent and fixed-term academic staff: National Origin (International)	18.0%	17.7%
Number of Associate Professors and Professors: Gender (Female)	43.0%	40.1%
Number of permanent and fixed-term academic staff by rank: Associate Professors and Professors	32.0%	29.5%
Number of permanent and fixed-term academic staff by rank: Associate Professors	17.0%	15.8%
Number of permanent and fixed-term academic staff by rank: Professors	14.5%	13.7%
Percentage turnover of academic staff (HEMIS category 1: instruction/research professionals) <i>Excluding assistant lecturers and post-retirement excluding retirements</i>	<5%	6.9%



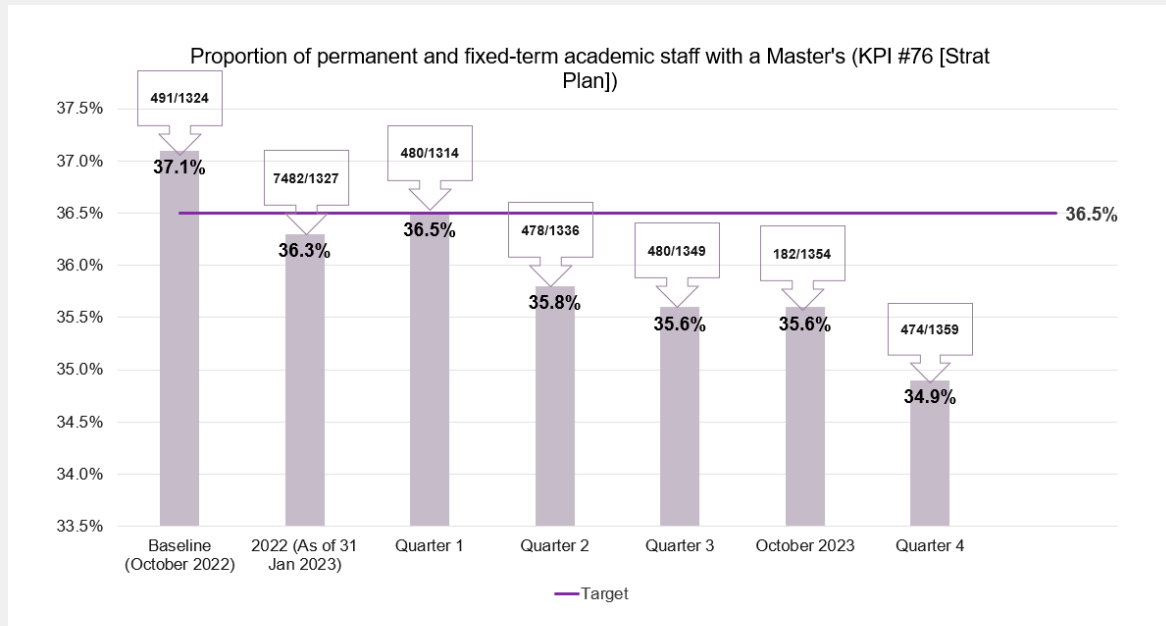


Figure 9: Percentage permanent and fixed-term academic staff with a master's

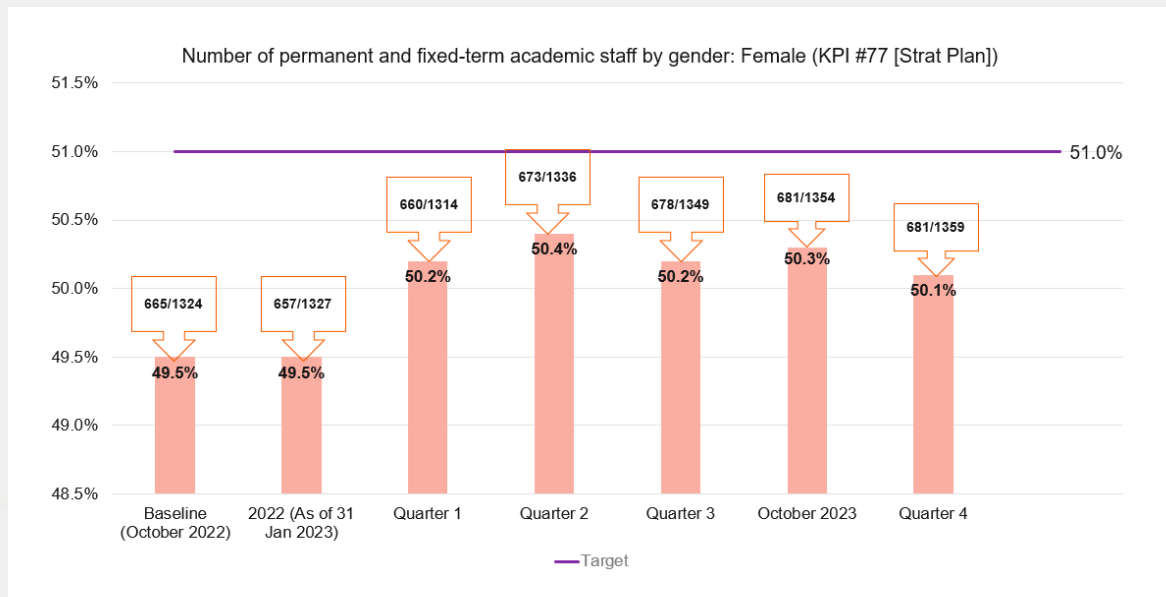


Figure 10: Number of female permanent and fixed-term academic staff



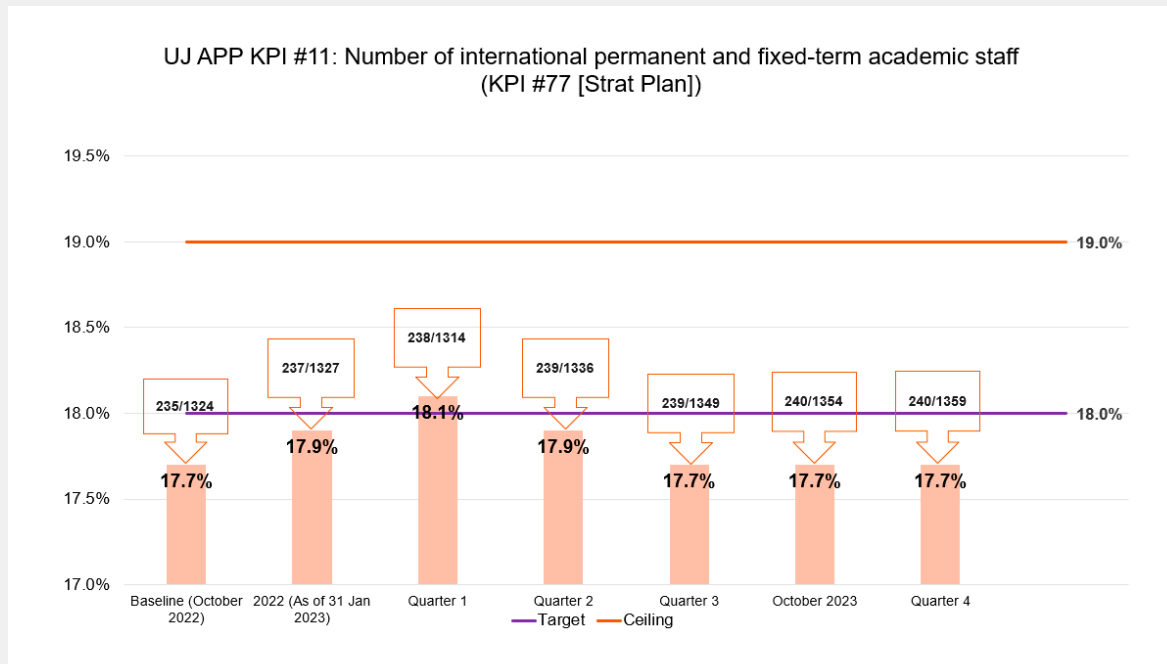


Figure 11: Percentage and number of international permanent and fixed-term academic staff

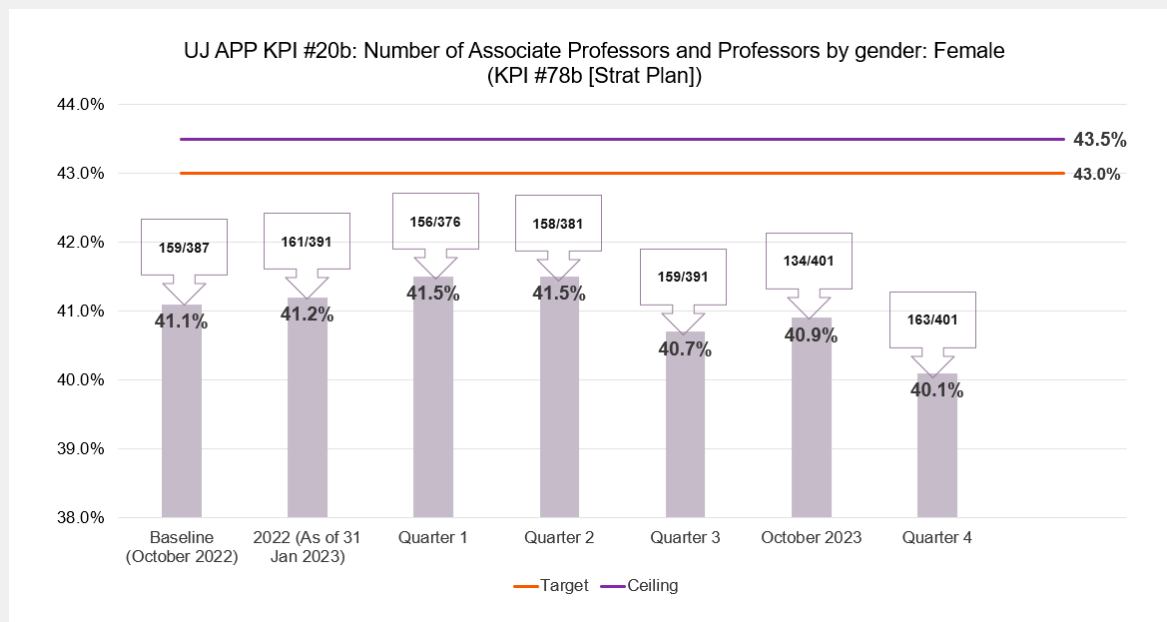


Figure 12: Number of female associate professors and professors

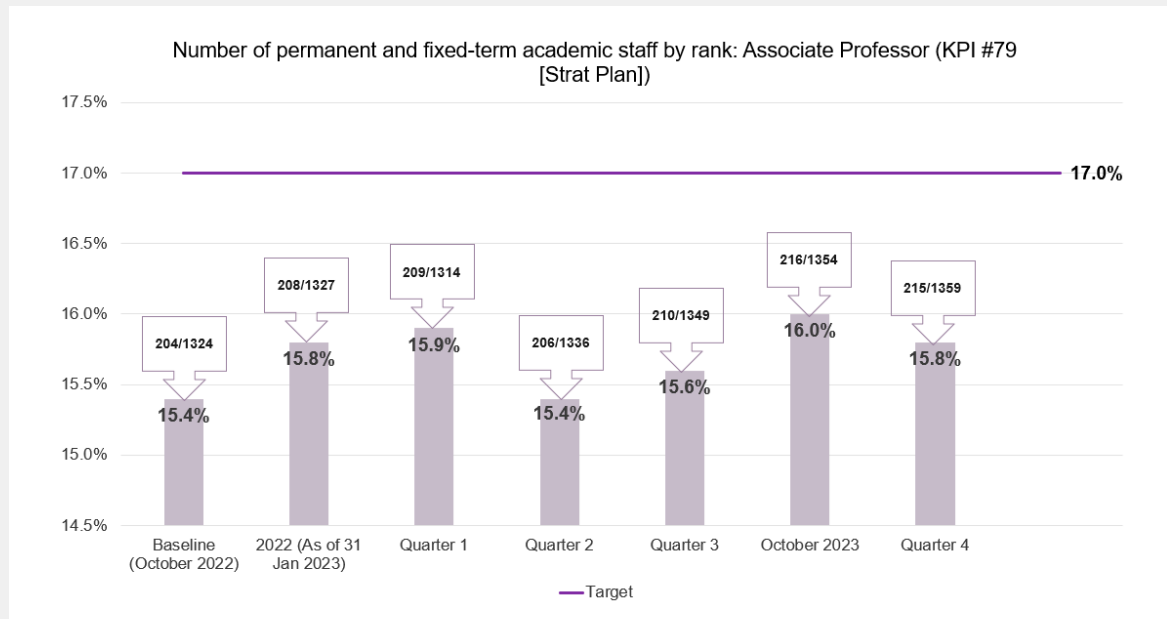


Figure 13: Permanent and fixed-term academic staff by rank (associate professors)

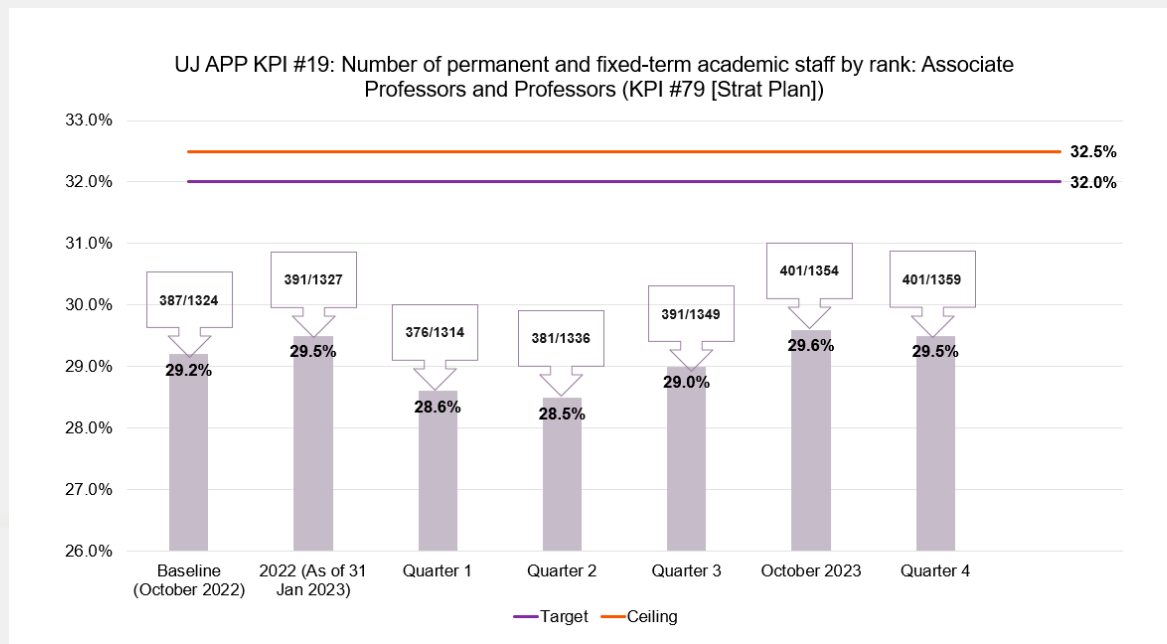


Figure 14: Permanent and fixed academic staff by rank (professors)





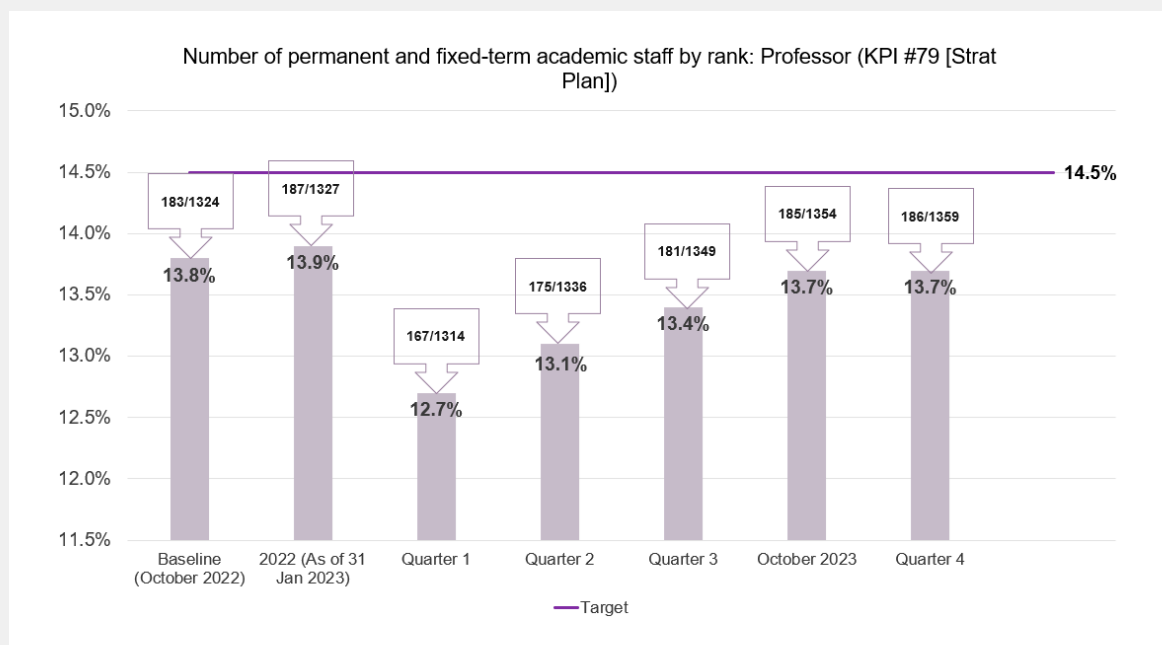


Figure 15: Permanent and fixed-term academic staff by rank (assoc. profs and profs)

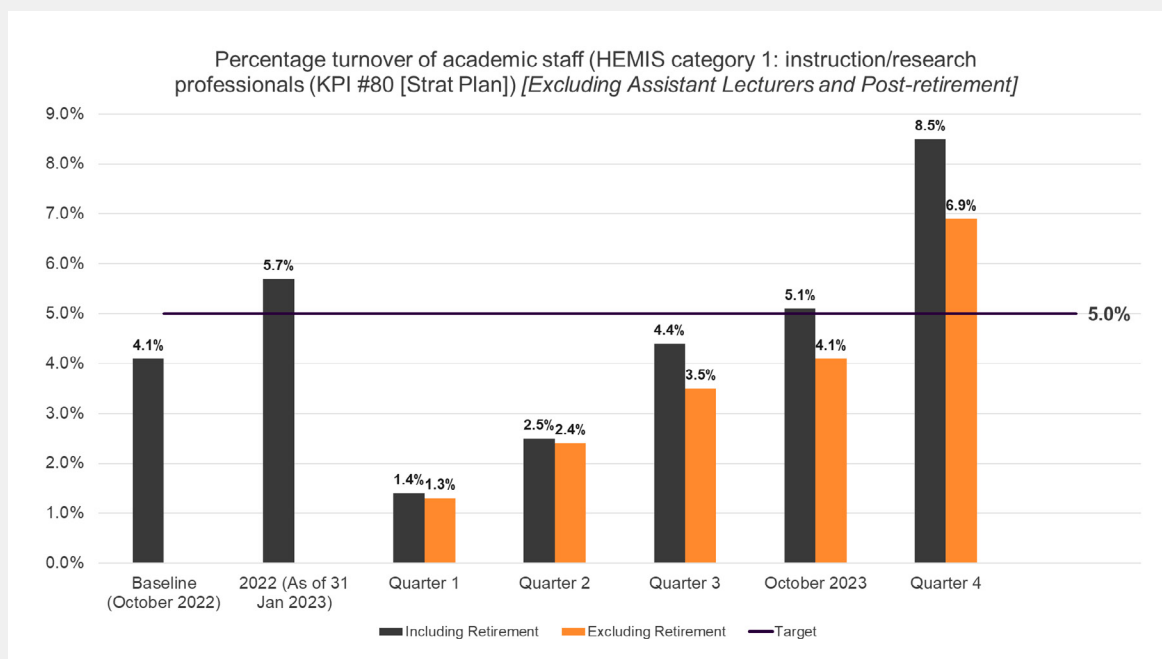


Figure 16: Percentage turnover of instruction/research professionals

Although the targets are revised annually, some of the KPIs were in reach in 2023. The ongoing focus will remain on recruiting more female staff.

**Table 9: ELG Equity Profile over the past five years**

Executive Equity Profile											
	Female					Male					Grand Total
	A	C	I	W	Int	A	C	I	W	Int	
<b>2019</b>	6 26,09%	3 13,04%	1 4,35%	3 13,04%	0 0,00%	3 13,04%	0 0,00%	1 4,35%	5 21,74%	1 4,35%	<b>23</b>
<b>2020</b>	6 26,09%	3 13,04%	2 8,70%	3 13,04%	0 0,00%	3 13,04%	0 0,00%	1 4,35%	5 21,74%	0 0,00%	<b>23</b>
<b>2021</b>	6 26,09%	3 13,04%	1 4,35%	3 13,04%	0 0,00%	4 17,39%	0 0,00%	1 4,35%	4 17,39%	1 4,35%	<b>23</b>
<b>2022</b>	7 29,17%	4 16,67%	1 4,17%	2 8,33%	0 0,00%	5 20,83%	0 0,00%	1 4,17%	3 12,50%	1 4,17%	<b>24</b>
<b>2023</b>	7 33,33%	3 14,29%	1 4,76%	2 9,52%	1 4,76%	5 23,81%	0 0,00%	0 0,00%	2 9,52%	0 0,00%	<b>21</b>

The ELG equity profile did not change much over the past five years. African females increased by one, coloured females remained constant at three, and the Indian female remained constant at one (1). White females decreased by one (1) and there was one international female.

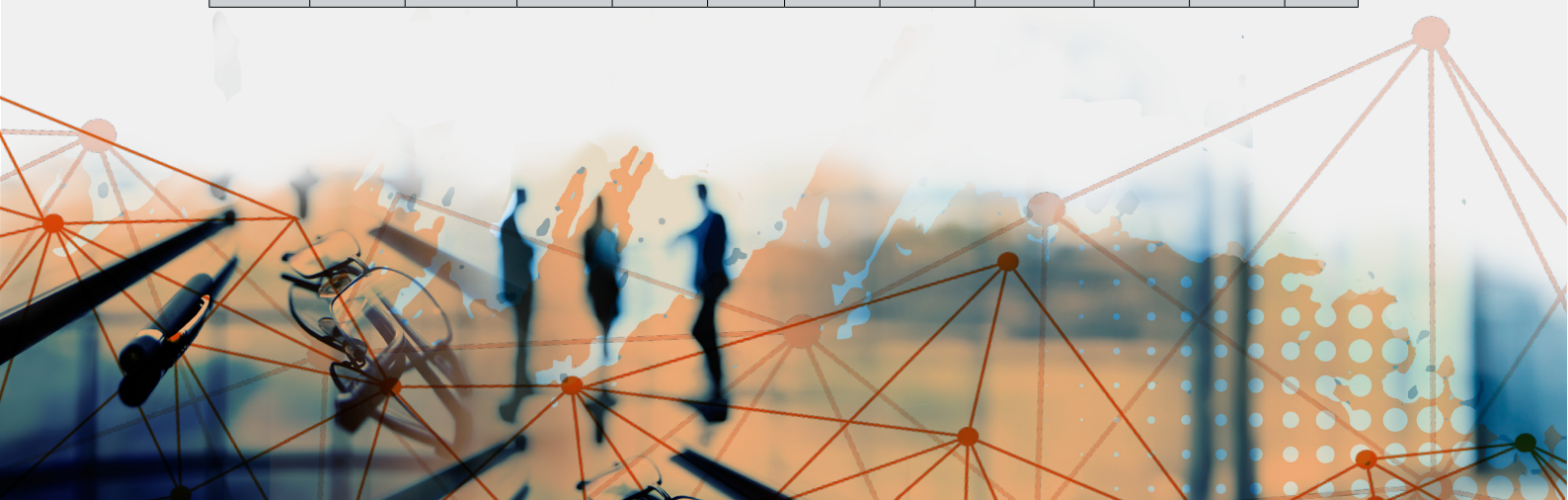
African males increased two over the five-year period. Coloured males remain unaccounted for, and Indian males decreased to zero. White males decreased from five at the end of 2019 to two at the end of 2023. International males remained constant. The overall position count remained stable at 23, with two vacancies that needed to be filled.

#### ***The Executive Leadership Group employment equity profile in 2023***

The ELG black gender profile has shifted notably over the past five years. African female representation was 43,48% in 2019, 47,8% in 2020, 43,48% in 2021, and 50% at the end of 2022 and 2023. Of the 21 ELG members, there were 11 black females, five black males, two white females, two white males, and one international female.

**Table 10: ELG equity profile**

ELG Equity Profile 2023							Percentage				
Gender	African	Coloured	Indian	White	Int.	Total	African	Coloured	Indian	White	Int.
<b>Female</b>	7	3	1	2	1	<b>14</b>	50.00	21.43	7.14	14.29	7.14
<b>Male</b>	5	0	0	2	0	<b>7</b>	71.43	0.00	0.00	28.57	0.00
<b>Total</b>	<b>12</b>	<b>3</b>	<b>1</b>	<b>4</b>	<b>1</b>	<b>21</b>	<b>57.14</b>	<b>14.29</b>	<b>4.76</b>	<b>19.05</b>	<b>4.76</b>



## Business and Data Analysis Unit

The Business and Data Analysis Unit in HCM provides support to the HCM team and the broader University of Johannesburg (UJ) community by introducing technology, business, and data improvements. 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 referencing a single version that talks to the single source of truth.

### **Performance Management (PM) online system**

The PM system has reached a high level of compliance with a completion rate of 99% and above in all critical phases, these being the:

- Contracting phase: 99,8%
- Mid-term review phase: 99% (up from 96% in 2022)
- Final assessment phase: 99,3%

### **Systems Development and Enhancements**

The 2022-2023 year has seen several Proofs of Concept (PoCs) being developed to determine the appetite for new technology implementation. Many of these systems were developed in a phased approach and in some cases introduced as a pilot. These systems include the:

- **Service Request Manager:** The Service Request Manager (SRM) is an in-house developed customer relationship tool that allows HCM requests to be managed and tracked through the value chain. Requests are logged by clients and are managed end-to-end through the tool. Bottlenecks are identified through the tool, and customer satisfaction is gauged through a survey, which is disseminated to the client once the request is closed.
- **Automation of the short-term appointment letters:** Short-term appointment letters were previously produced through a manual process where HCM administrators would compile the letter and then disseminate it to the temporary employee. This was highly cumbersome and time-consuming, with a high risk of errors. The Business Analyst developed an automated interface to formulate and disseminate the letters securely. During 2023, a total of 20 500 letters were formulated and disseminated to the requestors through the automated process.

## Employee Relations and Wellness Unit

### **Employee Relations**

The Employee Relations (ER) Unit continued to oversee a range of employment relations issues dealing with issues of mutual interest, including all disciplinary, incapacity and collective bargaining issues. The Unit is also the custodian of the University's HCM policies and procedures, including conditions of service.

The following are highlights of ER activities in 2023:

- The Disciplinary Code and Procedure and the Incapacity Policy were approved respectively by Council and MEC.
- The ER Unit in collaboration with internal stakeholders, i.e. Occupational Health Practice and the HCMBP Unit, was through the Incapacity Forum able to successfully monitor and resolve ill-health incapacity cases.
- MEC was able to appoint a panel of disciplinary hearing chairpersons after the conclusion of the tender process.
- In terms of the relationships with unions, there has been a major shift. The University terminated the Recognition Agreement with NUMSA due to the union dropping below the 15% threshold, a prerequisite for the recognition of a union at UJ. However, NUMSA declared a mutual interest dispute at the CCMA and has been issued with a certificate to strike. To date, they have not given the University notice to strike. NEHAWU and UJ entered into an agreement that allowed for the change of the collective bargaining cycle from 1 January of each year ending 31 December to 1 April of each year ending 31 March of each year.
- The 2023 Substantive Agreement was successfully implemented through the monthly Consultative and Bargaining Forum meetings between NEHAWU and Management.
- One ER seminar was held to raise awareness of ER services and developments within the labour law space. This saw an increase in terms of reported cases by over 80% from the previous year. There has been a vast improvement in the turnaround times for the completion of cases. There has been an overall improvement in stakeholder relations, which is based on service delivery.

### Employee Wellness

In 2023, HCM implemented a comprehensive range of employee wellness interventions to foster a healthy and supportive work environment. These initiatives were designed to address various facets of well-being as outlined below:

- Wellness information sessions.
- Line manager training.
- Psychosocial interventions.
- Mental Health awareness sessions,
- Tested on lifestyle diseases and provided solutions on how to manage chronic illnesses.
- Financial Management and Awareness.

### Employee Assistance Programme (EAP)

HCM provided employees with professional and confidential well-being services through the Life Health Solution (LHS) programme. The LHS programme offers, among others, employees and dependants access to twenty-four hours of psychosocial support. The following is an overview of the cases, services, and problems accessed during the review period, compared to previous annual periods.

### Employee Wellness Programme (EWP) engagement rate

The term core engagement refers to a holistic workplace wellness approach. The following elements are included in engagement statistics:

- Cases opened (defined as the number of cases opened within the period).
- Wellness group trauma participants (defined as the number of people attending group trauma counselling sessions, intake assessments of traumatised employees and family debriefing sessions).
- Wellness training awareness participants (the number of people attending training or awareness sessions).

The engagement rate for the University of Johannesburg from January to December 2023 is 82.6%. The contributors to the engagement rate were the individual cases opened, group trauma participants, targeted wellness project participants, and awareness/training participants.

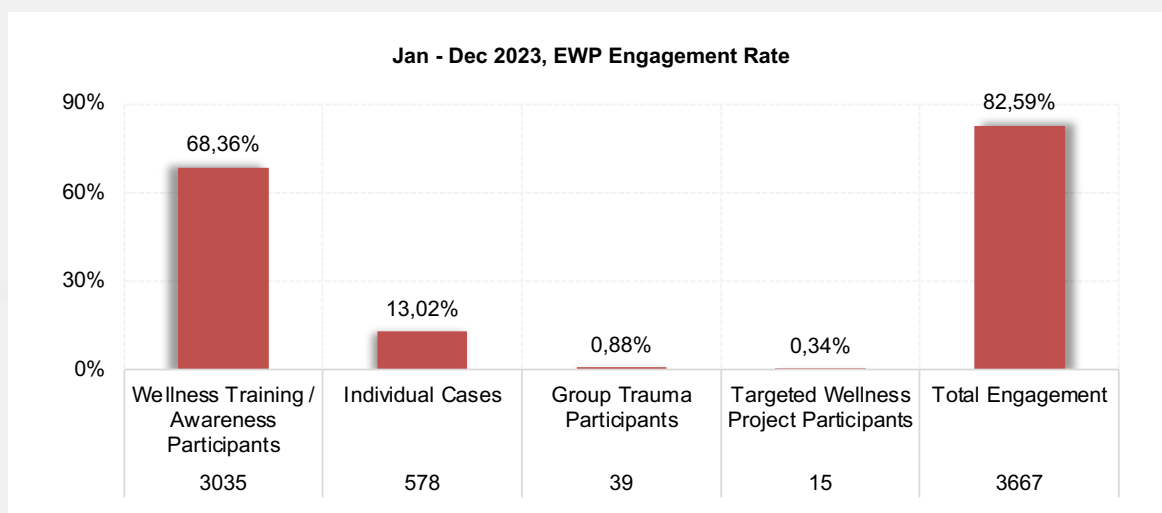


Figure 17: EWP engagement rate



### Presenting problems

The following graph presents the problems the EWP dealt with 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 well-being was the top problem category presented to the EWP, accounting for 46% of the annual cases.

Problem categories that had a higher representation in the University of Johannesburg problem profile when compared to the Education Sector included:

- Couple and family issues, legal issues, financial issues, and dependency problems.
- Problem categories that saw an increase in 2023 when compared to 2022 included: mental well-being, legal issues, financial issues, and work-related issues.

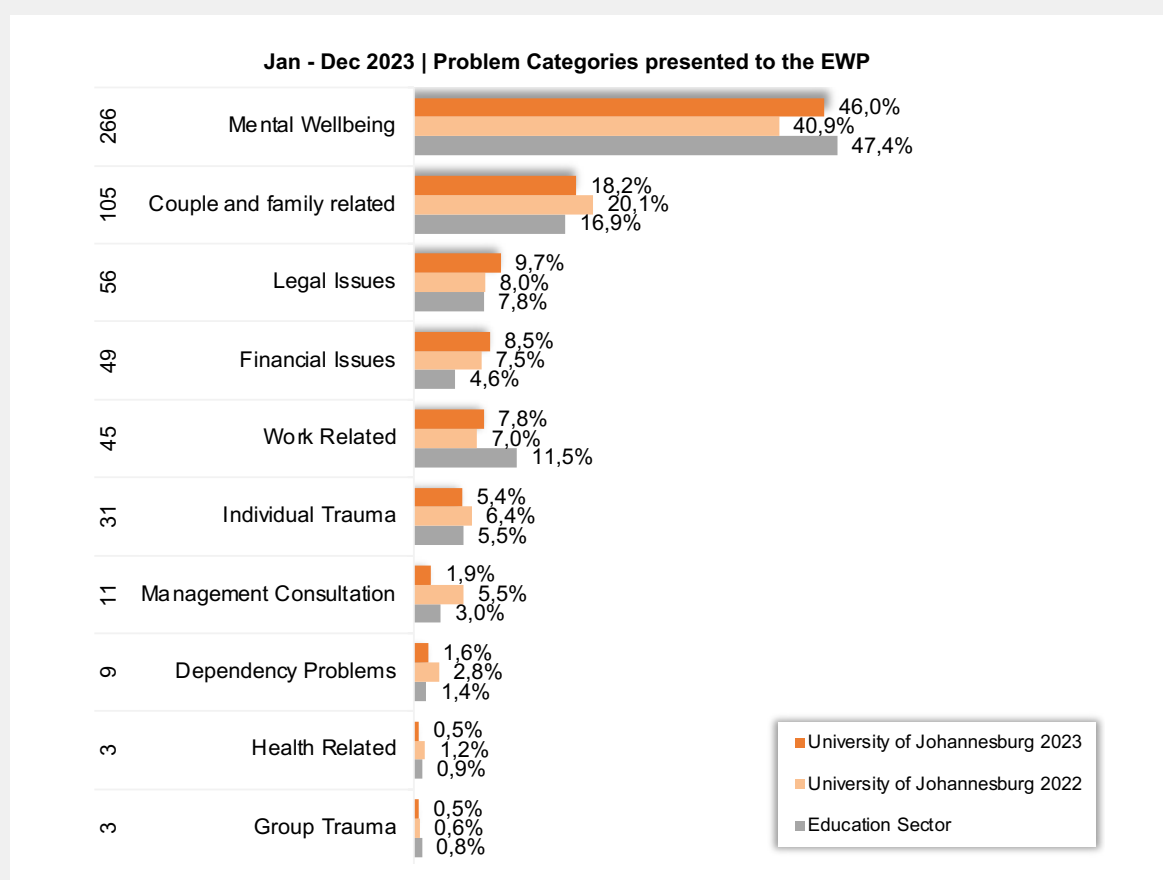


Figure 18: Problem categories presented to the EWP

### In Focus: Stress

Stress has consistently been the top presenting problem type reported by EWP service users from the University of Johannesburg. A total of 99 stress cases were managed during the review period.

Stress could emanate from personal or work-related difficulties experienced by individuals. The following graph reveals the number and percentage of stress-related problems related to individuals' personal and work domains. Eighty-eight (88) individuals attributed their elevated stress levels to personal problems that they were experiencing, while nine (9) individuals noted that their stress was linked to work-related difficulties.

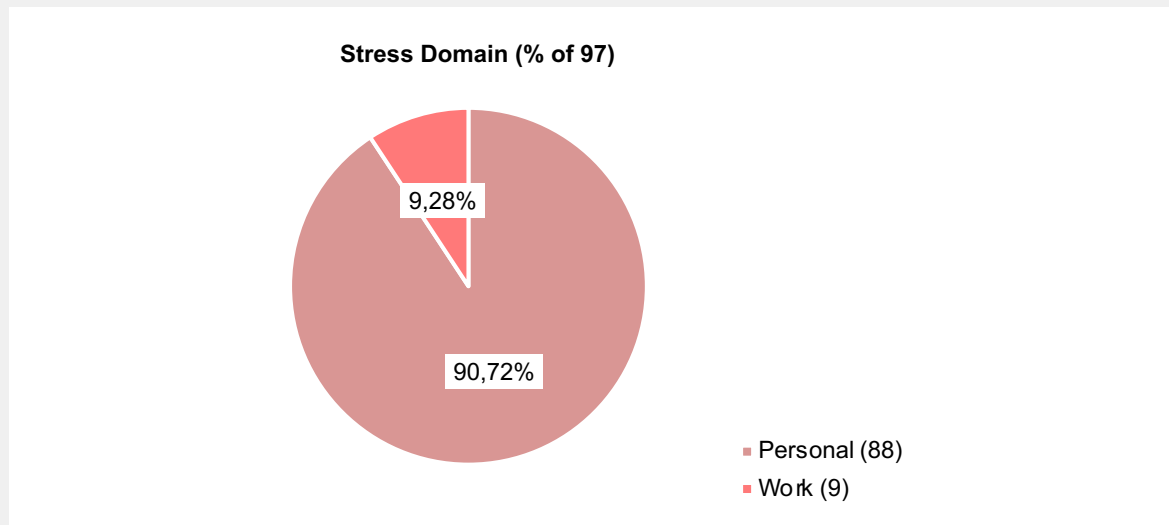


Figure 19: Stress domain

### Employment Category Analysis

The graph below provides an overview of the cases for each employment category during the past annual period. The highest number of cases was reported from support staff (492), and the critical problem type was stress, while stress was also the top problem type for academic staff.

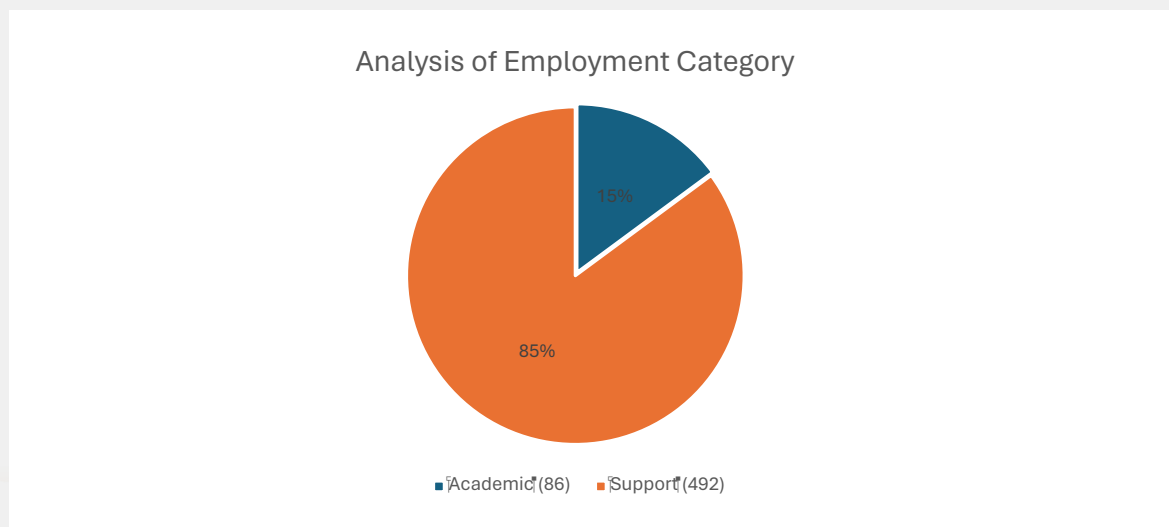


Figure 20: Analysis of employment category

The implementation of these wellness interventions reflects the institution's commitment to creating a workplace that prioritises the holistic well-being of its employees.

## Remuneration and Benefits Unit

The Remuneration and Benefits Unit plays a pivotal role within UJ's Human Capital Management (HCM) Division, particularly in managing the remuneration and benefits function. It is responsible for providing strategic guidance regarding the remuneration and benefits function at the University by developing and enhancing policies and frameworks to ensure that the University's approach to remuneration aligns with its overall strategic objectives.

The goal of the Unit's efforts is to position the University of Johannesburg as an attractive employer of choice that offers a competitive employee value proposition (EVP) within the higher education sector. Overall, The Unit's role is crucial in shaping the University's approach to remuneration and benefits, with the overarching aim of enhancing its competitiveness in the talent market and attracting high-calibre employees.

### ***There were notable successes recorded in 2023 as listed below:***

- **Annual increases:** The year commenced with a seamless implementation of the general annual salary increase.
- **Study concession:** Annually a large number of study concession applications are processed manually. In 2023, the automisation of this process was initiated and should be operational in 2024. As per the audit finding, the work back agreement for internal study concession will form part of the study concession automated process.

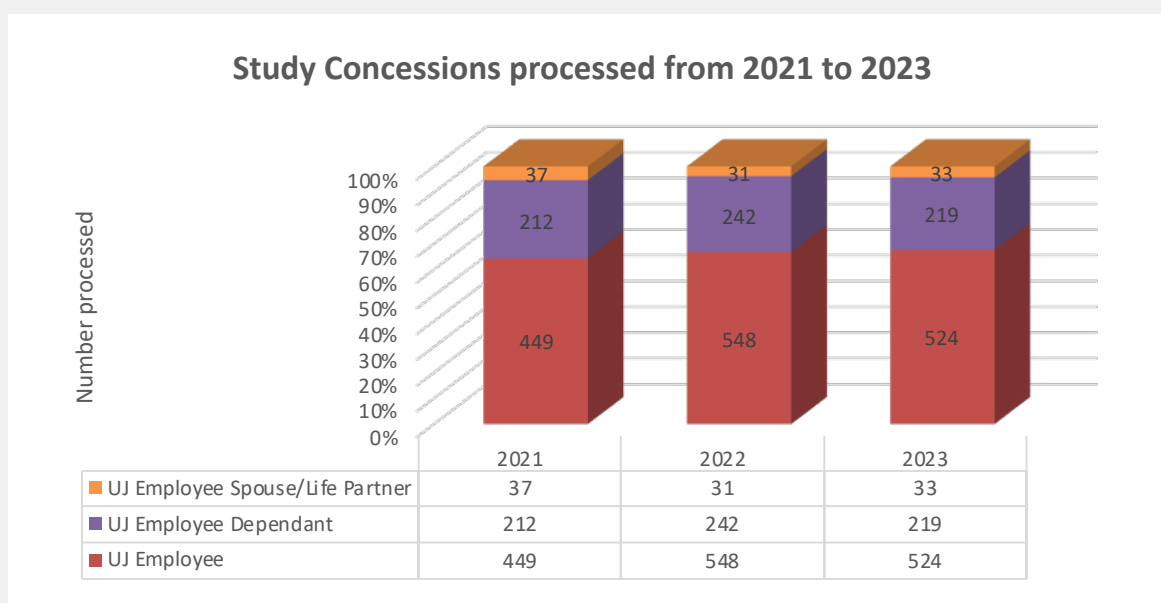


Figure 21: Study Concessions processed from the year 2021 to 2023

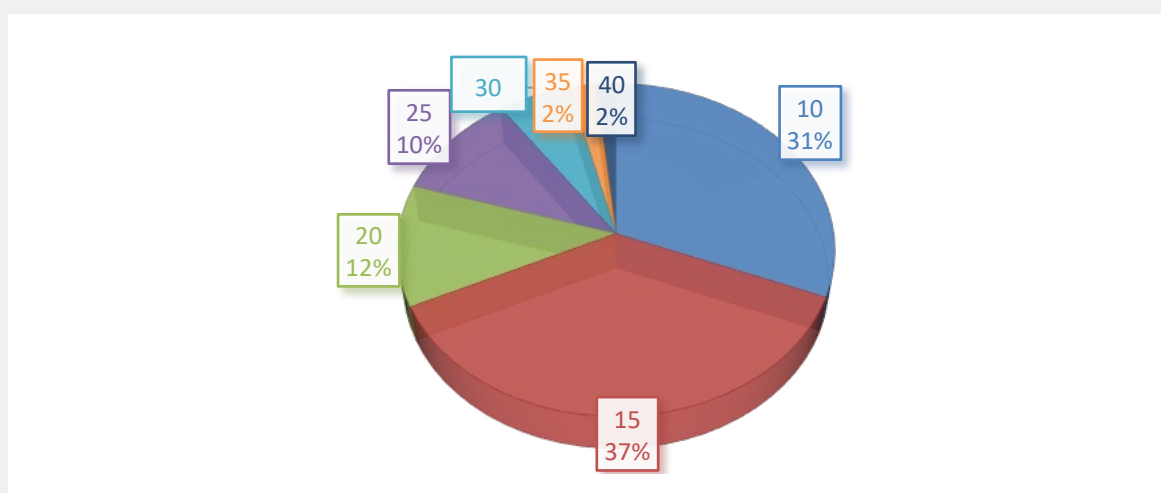


Figure 22: Long Service Award recipients in the year 2023

- **Service Request Manager:** The Service Request Manager (SRM) system has been introduced towards the end of the year and has enabled the team to track the vast number of salary offers processed. This excludes all offers that were in the pipeline prior to implementation. The bulk of salary offers were again received towards the end of the year. The Unit has fully adopted the system despite its limitations.
- **Long Service Awards:** The Unit hosted a very successful Long Service Award (LSA) function during 2023, which is a key initiative within the Unit. The event serves as the platform through which the Vice-Chancellor and Principal recognises employees who had dedicated many years of service to the institution and helped to foster a positive and loyal workforce. The function was held in November and awards for 20, 25, 30, 35 and 40 years of service were recognised; and a total of 136 recipients and their partner/guest were honoured. In 2023, we had a total of 425 Long Service Awards recipients as indicated in the graph and table below. The graph and table below illustrate the distribution of the 10-, 15-, 20-, 25-, 30-, 35- and 40-year Long Service Awards recipients.
- **Performance bonuses:** Every year, the Unit is responsible for allocating performance bonuses to those staff members who have met their targets. In 2023, after bonuses were declared, the Unit conducted cost analysis and submitted a proposal to MEC for approval. A total of 3 642 employees received bonuses, which is 208 more than the previous year. These bonuses were efficiently calculated and distributed in December as per schedule.
- **Employee benefits roadshow:** The employee benefits roadshow held in August was a resounding success, showcasing meticulous planning and an impressive turnout. This event played a crucial role in enhancing employee understanding of various benefits, particularly highlighting the significance of completing the Funeral Beneficiary and Nomination forms. Through engaging presentations and informative sessions, employees gained valuable insights into the importance of their benefits. The heightened awareness generated during the roadshows contributed to increased participation in completing the Funeral Beneficiary form, reflecting a proactive approach to securing future welfare and financial planning. This achievement underscores our commitment to empowering employees with essential knowledge and resources to make informed decisions regarding their benefits. A total of 559 staff members attended the sessions.
- **Targeted communication strategy to ELG members and HCM leadership:** In addition to the roadshow, a targeted communication strategy was implemented, which resulted in the successful pension beneficiary nomination updates by ELG members and HCM leadership. This ensured an increase in the overall updated beneficiary nomination forms received and stored.
- **Line manager workshops on incapacity and disability process:** Collaborative efforts between the Benefits Unit and Employee Relations (ER) have yielded significant advancements in empowering and guiding managers through the disability and incapacity processes. Educational workshops were organised, providing line managers with comprehensive insights and practical guidance. Furthermore, significant participation from the Unit in reviewing the Incapacity Management Policy led to its approval by the MEC, ensuring alignment with institutional objectives and best practices.

*Table 11: Pension and provident funds claims over the past three years*

Fund	Benefits		2021	2022	2023
Pension Fund	Death claims	Staff	19	3	8
		Dependent	19	8	5
	Disability claims	Staff	4	5	7





Fund	Benefits		2021	2022	2023
Provident Fund	Death claims	Staff	20	12	10
		Dependent	20	13	7
	Disability claims	Staff	2	3	4
Total			84	44	41

Table 11 above is an analysis of the pension and provident fund claims processed from the year 2021-2023.

### 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. a detailed report on the transformation unit is made available separately.

## RISK MANAGEMENT

The risk environment relating to HCM operations remained high throughout 2023. By systematically identifying potential risks, HCM is able to take a proactive approach in addressing issues before they escalate. This allows the Division to implement preventive measures and develop strategies to mitigate the impact of risks. Below is the list of risks identified in the HCM Risk Register, where mitigating measures are also identified:

- Talent attraction and retention.
- Decentralised temporary appointment system and inconsistent application to policy adherence.
- Ineffective management of absenteeism in the institution.
- Inadequate controls within staff concession processes.
- Leadership transition and succession planning.
- Challenges in achieving the B-BBEE score and strategy implementation.
- Constraints with meeting employment equity targets in key categories.
- Employee mental health status.
- Delay in processing work-based agreement for tuition fees paid for employees.
- Cybersecurity and information technology related processes.

HCM is committed to conducting regular risk assessments to identify potential HR-related risks within the university and implementing proactive measures to mitigate and manage those risks effectively.

## SIGNIFICANT ACCOMPLISHMENTS IN 2023

In 2023, the Human Capital Management Division has demonstrated remarkable achievements in advancing the University's human capital strategies and fostering a positive workplace environment. Key accomplishments include but are not limited to:

- Implemented the Talent Management pilot in the Chief Operating Officer domain.
- Enhanced the resourcing time-to-hire (TTH) processes.
- Successfully implemented one category of the Reward and Recognition programme for support staff members.
- Further enhanced operational efficiency through the successful rollout of streamlined HCM processes and the integration of advanced HCM technologies.
- Achieved high participation rates in professional development initiatives.
- Improved the accuracy and fairness of performance evaluations through the online performance management system.
- Achieved a reduction in the number of unresolved employee relations issues and/or disputes through continuous training on policies and procedures.

- Successfully managed compensation reviews and adjustments.
- Successfully utilised analytics for decision making in HCM.
- Conducted seminars to appraise managers on their role in managing a distressed employee, managing absenteeism and disability issues. A total number of 111 managers attended.

These achievements underscore HCM's commitment to driving organisational success through strategic human capital management initiatives.

## CONCLUSION AND WAY FORWARD

The Human Capital Management executive summary encapsulates the essence of the institution's journey over the past year, highlighting key achievements, challenges, and strategic initiatives undertaken in the realm of HCM. As the division reflects on the milestones achieved, HCM leadership acknowledges the dedicated efforts of the employees and the pivotal role played by the HCM team members in steering the university toward collective success.

Looking ahead, the HCM Horizon Strategic Objectives chart a course for the University, with a clear focus on the following:

- Optimising talent attraction and retention strategies and aligning with industry best practices.
- Seamlessly transitioning leadership and critical roles to support long-term sustainability and growth, enhancing the UJ maturity levels towards succession planning.
- Providing exceptional support and value to the University.
- Ensuring a transformed and inclusive Institution.
- Streamlining HCM processes through automation.

The Human Capital Management Division stands proudly in support of the University's bold new strategy centred on societal impact. In recognising the transformative power of education and research, HCM acknowledges its pivotal role in driving positive change within our communities and beyond. With a commitment to excellence and social responsibility, HCM wholeheartedly embraces this new direction and pledges our unwavering support towards its realisation. As HCM forges ahead, the HCM leadership extends its gratitude to the entire HCM team and the institution for their unwavering commitment to the University of Johannesburg's shared vision.

