



Vaal University of Technology

Your world to a better future

SOCIAL JUSTICE AND TRANSFORMATION STRATEGY



SOCIAL JUSTICE & TRANSFORMATION UNIT

Social Justice and Transformation Strategy

The Vaal University of Technology is one of 25 public higher education institutions and part of more than 75 post school education and training institutions in South Africa. VUT is one of two universities of technology that did not merger with other public institutions as part of the restructuring of the higher education landscape. The year 2014 also marks VUT's 10 years of its existence as a university of technology. The Social Justice and Transformation Unit, is one the units established during this decade with the objective of driving the transformation project within the institution and sectorally.

VUT is part of a coordinated and differentiated post school education landscape which is characterized by the following institutional types: -

- Universities of technology (6)
- Comprehensive universities (6)
- Traditional universities (11)
- 50 TVET Colleges¹
- 2 new universities²

CPUT is the only university of technology in the Western Cape Province amongst three traditional universities, six FET colleges and several private colleges. CPUT is also is the fastest growing university in the region with a student population of just under 30 000 of which post- graduate students constitute 5 per cent. This is below the Department of Higher Education and Training benchmark set for Universities. The Vaal University of Technology is one of six universities in the Gauteng Province including Tshwane University of Technology, University of Johannesburg, University of Witwatersrand, University of Pretoria and University of South Africa.

¹ 1 The 50 TVET Colleges have from April 2010 form part of the new post school education and training landscape .This undoubtedly opens tremendous opportunities for VUT with regard to programme articulation and possible transfer arrangements of students from the TVET Colleges to VUT.

² 2014 marked the establishment of two new universities ,i.e. University of Mpumalanga and Sol Plaatjie University in Mpumalanga and Northern Cape provinces respectively as well as the de-merger of Medunsa from UL into the Makgatho University of Allied Medicine

Social Justice and Transformation Unit's Integrated Transformation Strategy (Draft 0)

Vision

To be a university that leads in innovative knowledge and quality technology education

Mission

To produce employable graduates who can make an impact in society by:

- Adopting cutting edge technology and teaching methods
- Creating a scholarly environment conducive for knowledge creation, learning and innovation
 - Developing a PQM that meets the needs of society in Africa and beyond

Values

- Excellence
- Creativity
- Mutual respect
- Collegiality
- Honesty
- Integrity
- Tolerance
- Diversity

Goal	Activity	Indicator	Outcome	Resources	Timeline	Responsible
1.	<p><i>Strategy and policy development</i></p> <p><i>Aligned to Strategic Objective # 1 : To create an enabling environment for effective strategic leadership</i></p>					
1. Develop and implement the tenets of an Integrated Transformation Plan for the University	<p>1. Review the current ITP</p> <p>1.1 Convene a review task team and outline a detailed consultative process with clear time lines</p> <p>1.2 Develop an implementation plan</p>	<p>1. Initiated ITP review process</p>	<p>1. A Council approved ITP</p>		<p>Q 3 2014-Q 3 2015</p>	<p>Director</p>
<p>2. Provide leadership and guidance for the unit's professional and support personnel</p> <p>3. originate and formulate transformation policies and procedures to</p>	<p>2. Hold regular staff meetings</p> <p>2.1 Convene planning workshops</p>	<p>2. Minutes of staff meetings</p> <p>2.1 number of workshops held</p>	<p>2. Shared understanding of the Unit's role and responsibilities</p> <p>2.1 implement decisions</p>		<p>2014-2019</p>	<p>Director</p>

ensure university's compliance with relevant legislation relative to social justice and transformation						
	2.2 initiate meetings with divisions and faculties for development of their own ITPs 2.3 conduct institution policy analysis	2.2 number of meetings held with divisions and faculties 2.3 policy analysis report	2.2 signed off divisional and faculty ITPs 2.3 input into ITP and related planning frameworks			Manager
2.	<p><i>Human resource management</i></p> <p><i>Aligned to Strategic Objective #5: To ensure effective Human Resource Management</i></p>					
Goal	Activity	Indicator	Outcome	Resources	Timeline	Responsible
2.1. To ensure optimum management and utilization of human capital in pursuit of unit and institutional objectives	2.1. review and align functions 2.2. implement (reward based) performance management and development system	2.1. aligned job profiles 2.2. performance management system in place 2.3 attendance of	2.1. Increased productivity 2.2. acknowledgement of exceptional performance		2014-2019	Director

	2.3 facilitate training and/or capacity development (e.g. research) in line with performance contract	training linked to key performance areas	2.3 high performance team			
3.	<i>Financial management</i>					
	Aligned to Strategic objective # 2 : To enhance and sustain the financial viability of VUT					
Goal	Activity	Indicator	Outcome	Resources	Timeline	Responsible
3.1. Planning and administering the Unit's annual operating budget	3.1. Motivate and develop the Unit's annual operating budget based on strategic objectives 3.2 Each function to prepare its own provisional budget 3.3 leverage external funding for special initiatives/projects	3.1. Present the operating budget to the Budget Committee 3.3 funding proposal	3.1.an approved operating budget 3.3 submission of project funding		2014-2015	Director: SJU Managers Coordinator Administrator
4.	<i>Transformation related research, benchmarks and surveys</i>					
	Aligned to SO#4 : To enhance research, innovation and commercialization					
Goal	Activity	Indicator	Outcome	Resources	Timeline	Responsible
4.1. Conducting research on issues related to Human	4.1 Conduct baseline study	4.1 A focused and integrated	4.1. research		2014-2019	Director: SJT

	<p>related research</p> <p>4.1.8 formulate questionnaire on SJT as part of the institutional climate & culture survey</p> <p>4.1.9 Commission research on VUT' s progress in meeting the national HE policy goals</p> <p>4.1.10investigate and compile information related to HE transformation</p> <p>4.1.11 undertake research and develop policies and strategy in line with EE</p>	<p>4.1.8 SJT questionnaire submitted to appropriate body</p> <p>4.1.9 finalized terms of reference and approval thereof</p>	<p>research funding</p> <p>4.1.8 Institutional Climate Survey</p> <p>4.1.9 research report tabled at appropriate for a including executive management</p>		<p>March 2015</p>	
5.	<p><i>Stakeholder engagement (internal and external)</i></p> <p>Aligned SO # 9 :To ensure improved university international linkages and partnerships and</p> <p>SO # 10 : To ensure effective and efficient institutional transformation</p>					

<p>5.1 Working in close collaboration with the HR Division of the University , advancing equity, organizational transformation, moral regeneration and promoting an institutional culture that is inclusive and values diversity as a wellspring of intellectual and social vitality</p>	<p>5.1 Forge close relationships with HR Division</p> <p>5.1.1 Conduct gap analysis on VUT's EE landscape</p> <p>5.1.2 Coordinate development of divisional and faculty integrated transformation plans</p> <p>5.1.3 Consult and assist faculties and departments to set targets in line with institutional EE targets/ provide a specialist consultancy service to divisions on development and implementation of EE plans and related policies</p> <p>5.1.4 facilitate diversity, discrimination and sensitization awareness and change management training/workshops for staff</p> <p>5.1.5 Bid for hosting of HESA meetings including</p>	<p>5.1 Service Level agreement</p> <p>5.1.1 Gap analysis findings</p> <p>5.1.2 consultation with divisions faculties</p> <p>5.1.3 Template and formula for setting EE targets</p> <p>5.1.4 number of staff trained</p> <p>5.1.5 host at least one HESA related event per year</p>	<p>5.1 Influence on approach to institutional and divisional EE Plans</p> <p>5.1.2 approved divisional and faculty plans</p> <p>5.1.3 Approved divisional and faculty EE Plans</p> <p>5.1.4 impact of training</p> <p>5.1.5 Publicity, positive image</p>	<p>R 5000</p>	<p>Jan-Aug 2015</p> <p>2015 -2019</p> <p>2015 -2019</p>	<p>Director: SJT Managers Coordinator Administrator</p> <p>Consultant</p>
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	<p>TMF/TSG</p> <p>5.1.6 Initiate/re-activate/kick start Regional Transformation Managers Forum</p> <p>5.1.7 prepare timeous annual submission of EE progress reports to DoL</p> <p>5.1.7.1 prepare for next EE Plan for divisions and institution</p> <p>5.1.8 To forge regional, continental and international partnerships</p> <p>5.1.9 coordinate transformation processes with particular attention to sites of delivery</p> <p>5.1.0 network and collaborate with organizations such as the Human Rights Commission on matters of social justice</p>	<p>5.1.6 ditto</p> <p>5.1.7 proper consultation and filed reports</p> <p>5.1.7.1 wide stakeholder consultation per legislation</p> <p>5.1.8 evaluate existing dBase and align with institutional vision</p> <p>5.1.9 monthly reports</p> <p>5.1.0 database of established networks</p>	<p>5.1.6 approved terms of reference and functional Regional TMF</p> <p>5.1.7 VC signed submission before deadline</p> <p>5.1.7.1 approved divisional and institutional EE Plan</p> <p>5.1.9 effective coordination system</p> <p>5.1.0 effective networks</p>	<p>R 1000</p>	<p>Nov 2014 – Feb 2015</p> <p>October yearly</p> <p>12 months in advance</p> <p>31 Oct 2014</p> <p>Oct 2014-Feb 2015</p> <p>Oct 2014- Feb 2015</p>	
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6.	<p><i>Public discourse</i></p> <p>Aligned to SO # 3: To optimize teaching and learning</p> <p>SO#4 To enhance research, innovation and commercialization, SO# 6: To improve institutional effectiveness and efficiency & SO#10: To ensure effective and efficient institutional transformation</p>					
6.1 Promoting public debates on topical issues of HE transformation as well as creating sustainable partnerships with any other progressive organization whose agenda is based on the negation of all forms of discriminatory practices including racism,	6.1 Conduct a gap analysis on scope of public debates	6.1 Gap analysis findings	6.1 At least one focused and structured public debates/seminars per quarter	R20 000	Oct-Nov 2014	Director
	6.1.1 Forge sustainable partnerships with chapter 9 institutions and any other progressive organizations including NGOs and all	6.1.1dBase of partnerships and MoU/A	6.1.1 Existing mutually beneficial partnerships 6.1.1.1 Outputs		2014-15	Managers Coordinator

xenophobia, sexism and anti-corporate bullying	spheres of government 6.1.2 contribute to debates on HE in the public domain	6.1.2 SJT's input on national discourse	part of the SJT Resource Centre 6.1.2 at least one contribution per year (e.g. opinion piece etc.) on public HE discourses		2015	Administrator
7.	<i>Advocacy, Awareness and Communication</i>					
	Aligned to VUT Corporate Communication Strategy					
7.1 Institutionalization of institutional transformation to raise the profile of transformation and VUT's role thereof	7.1 Develop a communication strategy to underpin the Unit's overall strategy 7.2 represent VUT at appropriate fora with regards to transformation 7.3 equitable delivery of service in all sites of delivery 7.4 develop an integrated transformation strategy for the Unit	7.1 Communication strategy in place 7.1.1 updated web page 7.1.2 brochure for office opening 7.1.3 interactive transformation portal 7.1.4 annual report 7.1.5 translating the varsity vision and	Oct 2014 Oct-Dec 2014	7.1 approved communication strategy 7.1.5 transformation a regular feature in university newsletter		

		values into practice 7.3 monthly reports 7.4 implementation of strategy		7.3 effective relations with sites of delivery		
8.	<i>Governance</i> Aligned to SO #7 : To ensure effective governance and policy landscape for the university					
Goal	Activity	Indicator	Outcome	Resources	Timeline	Responsible
8.1. Set up of an Ombuds Office	8.1 Motivate for the establishment of an Ombud Office	8.1 Launch of an Ombuds Office	8.1 Ombud Office in place		2014- 2015	Director
8.2 endeavour to resolve any reported (minor) issues of discrimination and social justice	8.1.1 Conduct a gap analysis on social justice policies and develop new policies 8.1.2 prepare annual submissions in line with the reporting requirements of the office of the Auditor General , Department of Labour , DHET and other related entities e.g.SA HRC 8.1.3 provide reports, and/or submissions to ad	8.1.1 Gap analysis findings 8.1.2 annual SJT submission report 8.1.3 Timeous response to request for ad hoc information	8.1.1 new social justice policies (i.e. Anti-discrimination, Administrative staff promotion etc.) in place 8.1.2 SJT part of VUT's annual reporting 8.1.3 delivery of an efficient service	Human Human Human		

	<p>hoc requests on behalf of the university</p> <p>8.1.4 Support the work of the Institutional Forum and Students Services Council</p> <p>8.1.5 Ensure compliance with relevant legislation and policies e.g HE Act of 1997 (Amended), NPHE,2001, EE Amendment Act,2013</p> <p>8.1.6 Initiate an external audit of SJU functioning and compliance with internal and external processes including legislation</p> <p>8.1.7 Ensure efficient systems are in place</p> <p>8.1.8 Ensure appropriate consultative and governance processes and forums are in place and working effectively</p> <p>8.1.9 Capacitate consultative committee members and line managers</p>	<p>8.1.4 Participate in meetings and other initiatives of the Institutional Forum</p> <p>8.1.5 Policy compliance</p> <p>8.1.6 Liaise with CFO</p> <p>8.1.7 number of change management interventions</p> <p>8.2 Register of reported incidences</p>	<p>8.1.4 Functional and proactive Institutional Forum/SJT part of the IF annual work plan</p> <p>8.1.5 SOP submitted to relevant office</p> <p>8.1.6 no adverse findings/full compliance</p> <p>8.1.7 audit findings attended to</p> <p>8.1.12 positive change in university culture</p> <p>8.2 A conducive climate which eschews discriminatory behaviour</p>	<p>Human</p> <p>Finance budget</p>		<p>Manager</p>
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	<p>to enable implementation of transformation across VUT</p> <p>8.1.11 To render strategic advice on improving transformation trajectory in terms of policies and procedures</p> <p>8.1.12 Implement change management intervention</p> <p>8.2 Part of operational plan reward</p>					Consultant
9.	<p><i>Innovation</i></p> <p>Aligned to SO #4 : To enhance research, innovation and commercialization</p>					
9.1 To ensure innovation as a hall mark for continuous improvement and service delivery	<p>9.1 Introduce automation of all processes including workflow by leveraging management information systems</p> <p>9.2 Initiate a Certificate/Roving medal for most improved department in terms of its contribution</p>	<p>9.1 functional task teams in place</p> <p>9.2 concept approved</p>	<p>9.1 fully automated SJT processes</p> <p>9.2 An improved embrace of transformation across the</p>		<p>November 2014</p> <p>November 2015</p> <p>2015</p>	<p>Manager Consultant Administrator</p> <p>Director</p>

	<p>to transformation i.e. EE – in partnership with Corporate Affairs and the unit specializing in arts issues.</p> <p>9.3 initiate alternative dispute (ADR) resolution process/mechanism in resolving human rights and social justice issues</p> <p>9.4 Advocate for environmental sustainability as one of the core objectives of the university and residence energy consumption base line</p> <p>9.5 initiate an interactive transformation portal for staff and students</p> <p>9.6 VUT’s contribution to local/regional economic development (study done?)</p>	<p>9.3 meetings held with CD: HR/Labour Relations</p> <p>9.4 engagement with ED : O& L</p> <p>9.5 engagement with MIS</p> <p>9.6 engage with ED: Institutional Planning</p>	<p>institution</p> <p>9.3 ADR part of Labour Relations repertoire</p> <p>9.4 baseline study findings</p> <p>9.5 launch of transformation interactive portal</p> <p>9.6 Findings (launch/publicity)</p>	<p>HR budget</p>	<p>Nov 2014</p> <p>Nov 2014</p> <p>Nov 2014</p> <p>June 2015</p>	
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10 M& E	Aligned to Strategic Objective # 10 : To ensure effective and efficient institutional transformation					
10.1. Monitor the full development of divisional and faculty plans as well as monitoring of change in university culture	10.1 Regular monitoring of implementation	10.1 Monthly monitoring repots	10.1 Sign off of monitoring reports		2015-2019	Director/ Manager
10.2 Monitor change in institutional culture e.g. climate survey	10.2 Initiate a discussion on VUTs Transformation Barometer/indicators	10.2 Draft VUT Transformation Barometer	10.2 Approved Social Justice and Transformation Barometer		Nov 2015	Director
	10.2.1 ensure monitoring and implementation mechanisms are in place	10.2.1 SJT M&I mechanisms	10.2.1 progressive change in institutional culture		2014 (Oct-Dec)	Manager
	10.2.2 Convene a mid- year strategy review workshop	10.2.2 Strategy review report	10.2.2 Strategy adjustment		June 2015	Director
	10.2.3 monitor institutional committee representivity	10.2.3 gender and equity profile of committees	10.2.3 representative institutional committees		2014-2019	Coordinator
	10.2.4 Monitor training and effectiveness of R&S panels	10.2.4 Number and levels of trained staff	10.2.4 CBI trained R&S panels		2014-2019	
	10.2.5 Monitor alignment of training with equity	10.2.5 Functional Equity and Skills	10.2.5 equity aligned training		2014-2019	ditto

	imperatives	Development Committee	regime			
10.3. Monitor gender neutrality of institutional policies and practices	10.3 Evaluate extent of gender bias of policies and recommend changes, if any	10.3 Extent of gender neutral institutional policies	10.3 Institutional policies are gender neutral 10.3.1 Significant gender representivity in institutional committees etc		20014-2019	Manager
10.4. Monitor action plans of various transformation initiatives e.g. Institutional Forum	10.4 Collation of all transformation related action plans	10.4 Report on effectiveness of plans in achieving strategic transformation goals	10.4 Significant progress made in meeting targets set		20014 - 2019	Manager
10.5. Monitor the implementation and /or integration of the Ministerial Committee on Elimination of Discrimination , Social Cohesion in Public Higher Education Institutions' recommendations into institutional strategy	10.5 Extent of integration and or implementation of the DoE recommendations to institutional operations	10.5 Transformation Charter in place Student Charter in place. Ombuds Office established. Residences integration Classroom learning	10.5 Institutional progress report to DHET recommendations		2014 – 2019 (Annual)	Manager

		transformation Staff development in place Knowledge production transformed				
10.6 Monitor the implementation of staff development programmes including training, Next Generation Scholars programme, mid-term diversity initiatives for succession	10.6. Examine the scope of current Next Generation Support programme and develop a funding proposal where necessary	10.6 Integrated staff development programme 10.6.1 findings	10.6 increased participation of staff 10.6.1 approval of Next Gen S programme	R 2000 000	2015-2020	
10.7 ensure all university buildings are accessible to people with disabilities	10.7 Monitor disability friendly facilities or barriers for access to buildings by people with disabilities	10.7 Disability Audit	10.7 Progressive (and systematic) implementation of disability recommendations	O&L budget	2014-2019	
10.8 Monitor implementation of BBBEE/ Good Corporate Citizenship	10.8 analyze the affirmative procurement spend on black SMEs	10.8 Implementation of VUT BBBEE policy including affirmative procurement	10.8 BBBEE certificate(improved rating) More black SMEs render goods and services to VUT		2014-2019	Director

10.9 Explore integration of outsourced staff into university community/ commission a study on outsourcing in line with social justice and equity principles	10.9 Scope of involvement of outsourced staff in university life through improvement of their conditions of service and access to study benefits (commissioned study) Monitor SHE aspects of service providers	5.9 Outsourced staff identification with VUT Provide staff development opportunities Code of Good Conduct for Service Providers	10.9 Increased identification with VUT's mission and vision/ Study findings 10.9.1 Regular reports on SHE compliance of service providers 10.9.2 Code of Good Conduct based on tenets of social justice , equity , empowerment and transformation Research Findings	R30 000	2015-2019	DVC : O & R
10.10 Broaden economic empowerment /participation of SMEs	10.10 Enforcement of BBBEE provisions of procurement policy	10.10 BBBEE factored into decision making processes	10.10 Significant participation of SMEs		2014-2019	DVC: O & R
10.11 To become a responsible 'green' corporate citizen	10.11 Demand side management 10.11.1 Reduction of carbon footprint 10.11.2 Waste management	10.11 Demand side management and climate change strategies in place	10.11 Triple bottom line reporting and adequate responsiveness to climate change reduction strategies		2014-2019	DVC: Operations & Resources

	<p>10.11.3 Reduction of heating of cylinders(water heating)</p> <p>10.11.4 Introduce new low cost/efficient water heating technologies</p> <p>10.11.5 Monitor energy usage and develop interventions for conserving energy</p>					
10.12 To promote gender sensitivity and inclusivity in university operations	10.12 analyze the gender composition of institutional committees and review criteria for institutional committee composition and women participation and leadership role	<p>10.12 gender equity policy</p> <p>10.12.1 Growing number of women in institutional committees in a leadership role</p>	<p>10.12 gender analysis report</p> <p>10.12.1 Gender representative committee system Significant gender representivity in institutional committees etc.</p>		2014-2019	Director
10.13 Ensure achievement of employment equity targets including for staff with disabilities	10.13 Monitor implementation of EE policy and. AA measures	10.13 reasonable progress in meeting equity targets	10.13 diverse staff workforce		Monthly/Quarterly	Consultant

10.14 To monitor environmental and green awareness corporate responsibility	10.14 embrace principles of environmental sustainability	10.14 Increased lifestyle awareness behavior	10.14 Changed behavioral attitudes to climate change		2014-2015	Director
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