



safma

Conference & Exhibition
21-22 August 2018

**Israel Mogomotsi
Immediate Past President - HEFMA
&
Venessa Ranjit
President of HEFMA 2018**

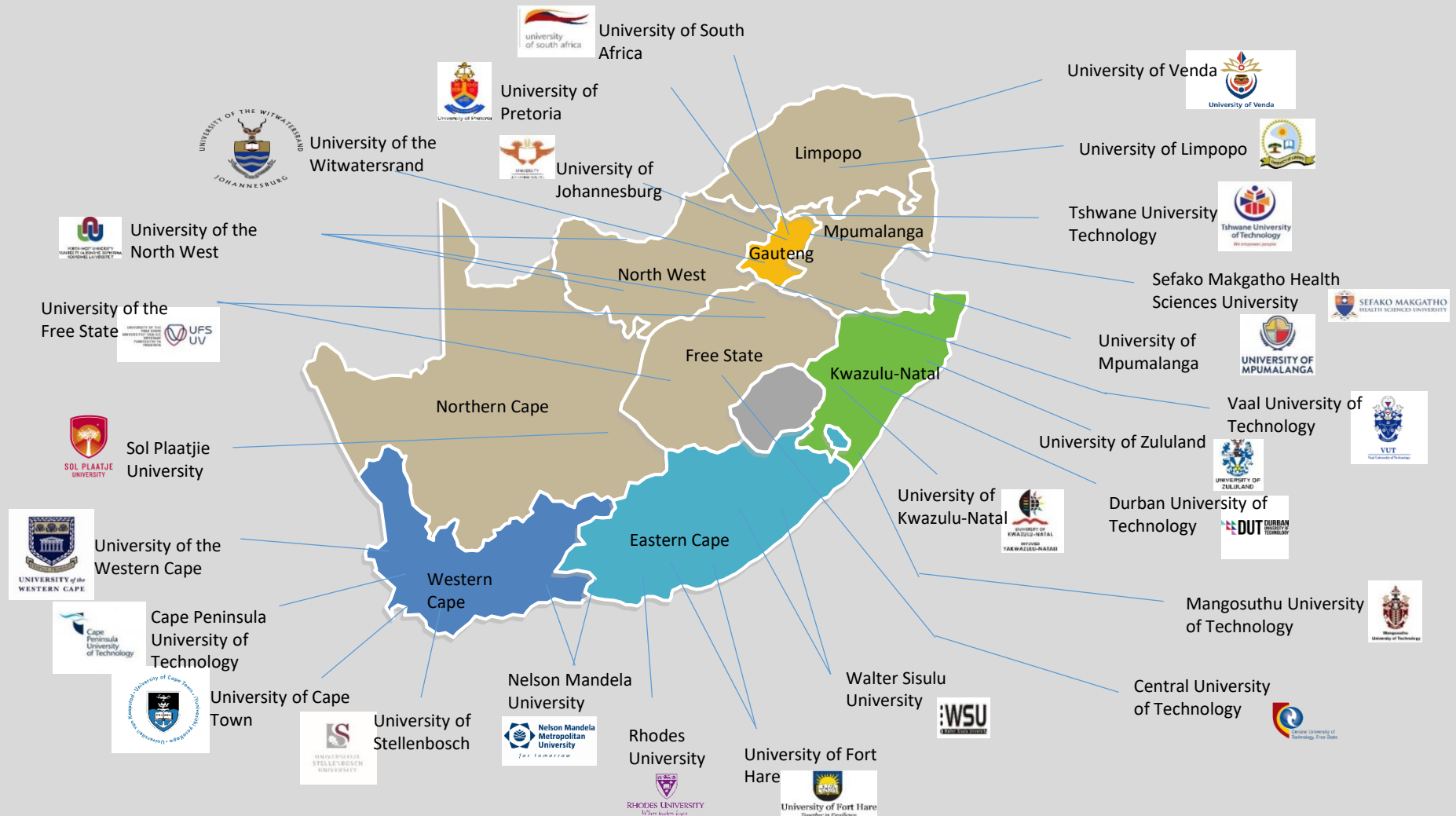
**The Journey to Insourcing :
A Case Study**

Higher Education Facilities Management Association Southern African Members - HEFMA

- ❑ HEFMA Exco (President, President elect, Past President; Secretary, Treasurer, Information Services Officer, Director: Professional Development and Training & Director Sponsorship)
- ❑ 27 Universities , South Africa , Namibia and Lesotho
- ❑ Five Regional Structures – Drive in workshop
- ❑ Each University alternate in hosting annual HEFMA conference
- ❑ We are considering inviting TVET Colleges



Higher Education Facilities Management Association Southern African Members - HEFMA



Wits University Property Portfolio



About University of Witwatersrand

ABOUTWITS

96 YEARS OLD (2018)

11 libraries
17 residences



21 Alumni
awarded National
Orders by the
President

WORLD RANKINGS 2017/2018

#364
QS World University
Ranking

#36
BRICS Ranking

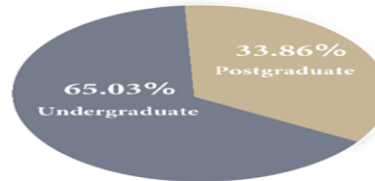
#182
Times Higher Education
Ranking

#181
Centre for World
University Rankings

#201-300
Academic Ranking of
World Universities

#1
National Rank

TOTAL STUDENTS
37 374



7072
TOTAL GRADUATES (2016)

2
COMMERCIAL
COMPANIES

Wits Enterprise & Wits Health Consortium

largest fossil collections in the
southern hemisphere
internationally recognised as a leader in
paleosciences

33
SCHOOLS

3610
COURSES

28 A-rated researchers

NRF-Rated Researchers **381**

14 Distinguished Professors

SARChI Research Chairs **26**

1125

Number of Full-Time Permanent Academic Staff
26.93% international
64.80% with PhDs

5
FACULTIES



Science

13.62%



Commerce, Law
& Management

24.73%



Engineering & the
Built Environment

19.19%



Health Sciences

16.01%



Humanities

26.45%

Home to the Bidvest
Football Club



Wits owns the Sterkfontein
Caves (in the Cradle of
Humankind World
Heritage Site)

home to
4 Nobel
laureates

Sir Aaron King
Nadine Gordimer
Nelson Mandela
Sydney Brenner

more than
160 000
DEGREES

conferred since the first graduation
ceremony on 4 October 1922, with around
70 000 students graduating since 1994.

10 national
centres of
excellence

highest number of government
funded centres of excellence in
South Africa

The Insourcing Movement Phases



Students and Outsourced staff demands

Decolonization of the education system - 2015

- Demand for the removal of statue of Cecil John Rhodes at the UCT (rejection of the continuing colonial legacy and structural racism)

Outcome :

- Eventually the Universities Council approved the temporary removals

Students' financial exclusion - 2016

- No fee increase , no registration fees, cancelation of all students' debts, free education

Outcome :

- Heifer Commission of enquiry
- The Government have eventually approved free education for families with a combined annual income under R350,000

Exploitative nature of the externalization of work

- Demand for insourcing of all work at the university (students and outsourced workers across the country)
- Outsourced staff have now been insourced by the majority of the Universities

Outcome :

- Partnership between outsourced staff and students movement, achieved their objective.

As it happened

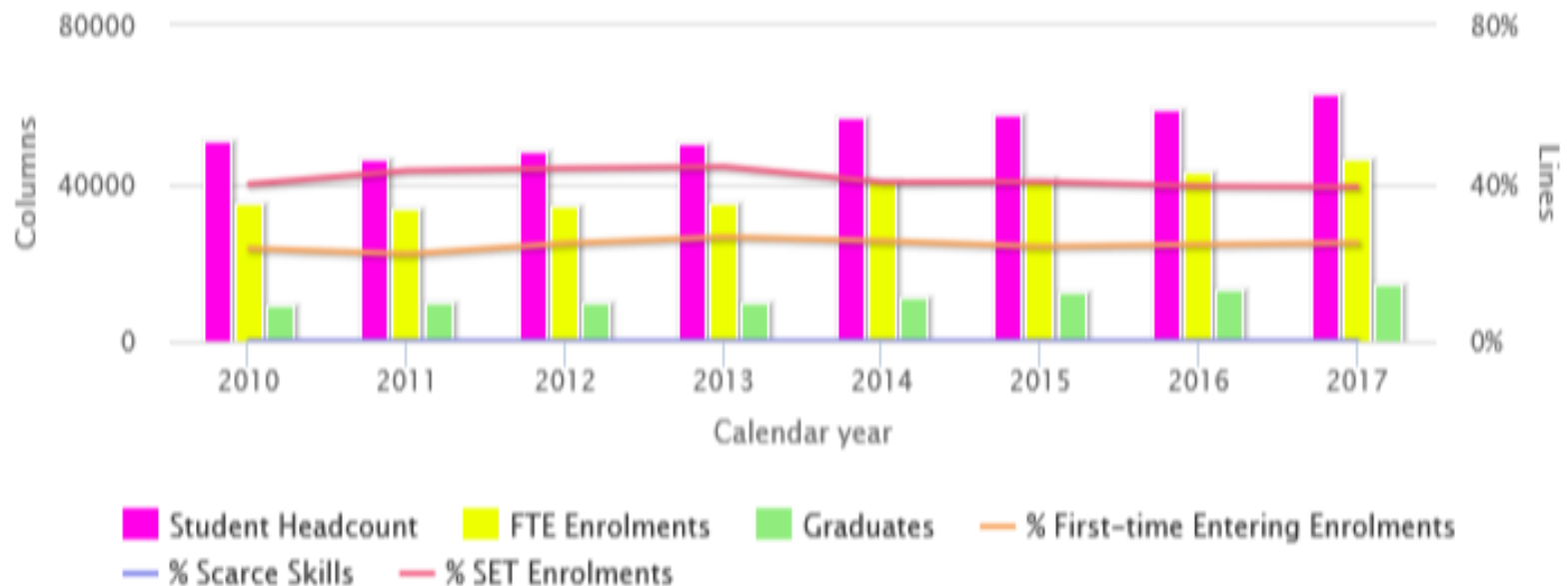
Students & Outsourced staff	Universities
Effective communication (Social media)	Political or Council and Management decisions
Sporadic pressure point , marches	Institutions silo approach
Disruption of academic project (intimidation & burning)	Private security and bouncers , interdict
SRC, Political Parties , Students and Outsourced staff partnership (solidarity)	Some institutions closed down – fast tracked process
Ensured that there is no academic activities in most of the Universities	Establishment of integrated or multidisciplinary committees, chaired independently (ToR)
Legacy stature removal, no fees increase, free education & insourcing	Students, Outsourced staff & management committee
Demands	Re-negotiation of contracts
Buildings damaged	Hybrid or shared service model
	Phased approaches to insourcing , salary top-ups





About Tshwane University of Technology

- TUT –largest undergraduate Institution is SA
- 8 Campuses in 5 Provinces [2 distant learning sites -Durban & Cape Town]
- Total student enrollment for 2018: 63 476



As it happened

- Constant Engagement with various teams
- Scenario planning befitting to:-
 - Financial Affordability
 - Goal seek (grounds & cleaners/ – area coverage)
 - Best practices in other parts of Africa & the globe
 - Simultaneous reporting to:-
 - Technical task team & Management team (unions)
- On reaching consensus
 - HR (Job Profiles, contract specifications)
 - The un-Insourced staff are on a pending list
 - Absorbed as & when the vacancy arises to maintain adequate support function.

Post Insourcing challenges

- ☐ Re-negotiation or termination of contracts
- ☐ Increased salary packages for staff
- ☐ FM staff require capacity training
- ☐ Hybrid or shared service insourcing model
- ☐ Declined Service Standard
- ☐ Sourcing of service providers
- ☐ HR & Employee relations challenges
- ☐ Policies and SOP review to ensure alignment and industry relevance
- ☐ Highly unionised environment ; competition between unions for members
- ☐ Fast tracked process - lack of change management and harmonisation
- ☐ Additional responsibilities for FM Department , HR & Finance
- ☐ Inheritance of unqualified Supervisors & Managers
- ☐ Challenges of relief workers , sector operating hours and work days
- ☐ Norms and Standard
- ☐ Merging of different cultures

Lessons Learned

- ❑ Improved contracts management
- ❑ Staff salaries and work condition
- ❑ Industry body to implement best practice (Partnership)
- ❑ Minimum qualification for positions of supervisors and management
- ❑ Universities must work together during crisis
- ❑ Additional costs – Relief workers , sector operating days and Operating hours

Pending Operational Challenges

- ❑ Additional infrastructure warranted for storage and safe keeping of University assets, housing of the insourced staff, ablutions for the newly increased staff nos, dining/kitchen facilities for their accommodation during tea and lunch breaks.
- ❑ Special storage areas for chemicals in compliance with H & S regulations
- ❑ Special storage areas for the mops, brooms, vacuums & other cleaning and landscaping equipment.
- ❑ Increased IDP [Independent development plans] for carving out a career path to these insourced staff like all other university staff benefit.

Thank you!