



**OMBUD'S** OFFICE  
UNIVERSITY OF CAPE TOWN

Independent **Informal**  
**Impartial** Confidential

**Annual Report**  
**2013**

Independent **Informal**  
**Impartial** Confidential

# Contents

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Message from the Ombud	01
1. Introduction	02
2. Role of the Office of the Ombud	02
3. What are the Benefits of an Ombudsman Office?	05
4. Current Use of Office by Visitors	06
5. Classification of Issues	07
6. Office Activities	12
7. Recommendations	12
8. What do Visitors Say About the Service?	14
9. Concluding Thoughts	14



**OMBUD'S** OFFICE  
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# Message from the Ombud



To date, most of my visitors have confirmed that it is the tenets of independence, informality, confidentiality, and impartiality that contribute to the success and use of the Ombuds Office by the constituencies it is meant to serve. While my objective view is vital, of most significance in this interaction is to ensure not only maximum protection of confidential information, but also the perception among office visitors that protection is available for the use of the Office. Independence and confidentiality, both real and perceived, are critical to the ability of any Ombuds Office to effectively achieve the set purpose.

A university is a microcosm of the larger society, and tensions and conflicts are

inherent processes within any setting where human interaction takes place. As a microcosm of society, these tensions and conflicts may be compounded and exacerbated as the university is forced to deal with the complexities brought about by its history, the diversity of its peoples, interests, and roles bottled up in an insular environment where the purpose is to explore and challenge oneself and, in that process, challenge those around you. This year has seen a lot of racially charged questions, discourse and tensions on several issues. The Ombuds Office serves a vital role in assisting the campus community through the cracks and pitfalls created by the ambiguities of the university's lived realities. The Office serves not only to protect persons from the institution, but also to protect the institution from itself. I hope that this report can assist the university in its quest for fair and equitable decisions.

Submitted with respect

A handwritten signature in blue ink, which appears to read 'Zetu Makamandela-Mguqulwa', is positioned below the text 'Submitted with respect'.

Zetu Makamandela-Mguqulwa

## Introduction

The Office of the Ombud was created in 2011 as a resource for any member of the university community with a problem or a concern about being treated unfairly. The Terms of Reference for the Ombuds Office requires that the Ombud produce an annual report each year. The report provides some specific statistical information on the number and types of issues handled by the office, as well as highlighting emerging trends, providing recommendations and illustrating the modes of intervention we use. One of my objectives with this report is to raise awareness about the Office of the Ombud.

This report covers the period from 1 November 2012 to 30 October 2013. When reviewing the data, it is important to interpret the information in the context of how the Ombud came to know about the issues that are tabulated in this report. I wish to stress that the use of the University Ombuds Office is voluntary, thus the Office does not see every person that has a particular issue. Further, the complaints that come to the Ombud are based on perceptions and experiences of visitors. In each case, other parties to the same case may have different perceptions of what happened. However, if the university is to be experienced as an environment in which fairness, justice and equity prevail, all perceptions of unfairness, injustice and inequity are important.

This report discusses trends the Ombuds Office observed which may or may not be trends of the university as a whole; nevertheless, the trends that are observed are noteworthy, hopefully encouraging attention, discussion, and possible policy review and implementation where required.

## Role of the Office of the Ombud

As the Terms of Reference states, the Office of the Ombud at the University of Cape Town was established in 2011 to demonstrate commitment to the just, fair and equitable treatment of each and every member of the university community. Its mandate is to provide informal dispute resolution service to the university community (all staff; current and past students; visitors to the university and contractors) predicated on the principles of fairness. The Office of the Ombud is outside of the usual university academic and administrative structures. It is a neutral, independent, informal and confidential resource to facilitate fair and equitable resolutions to concerns and problems raised by any member of the university community.

The Office of the Ombud performs a variety of functions. These include listening and providing a respectful and safe place for people to discuss their problems freely,

helping them to clarify concerns and develop options, explaining university policies and procedures, making referrals to other offices and coaching visitors on how to help themselves, looking into issues by gathering data and perspectives of others, and engaging in shuttle diplomacy. In addition, the Office of the Ombud serves as a resource for information and makes available to the university dispute resolution expertise. It also seeks to be a catalyst for institutional change. The Ombud assists parties in reaching resolutions that are consistent with the ideals of the university.

The principal role of the Office is to be available as an impartial resource for the review of all decisions and actions that fall within the ambit of university life. The Ombud seeks to provide a neutral, informal, confidential and independent environment within which complaints, inquiries or concerns that may be surfaced about alleged acts, omissions, and any problems as they are experienced by university members.

All members of the university community have a right to consult the Ombud. Her role is unique and differs from any other position at the university. Most importantly, the use of the Ombuds Office is voluntary. No one should instruct another to visit the Office, nor should anyone be told not to come to the Office against their will. It has come to the Ombud's attention that a few members of the University community have been told not to visit the Ombud or given feedback that they should not do it in the future as it may bring the areas in which they work into disrepute. This is far from the truth as the Office of the Ombud exercises no judgment and focuses on what is fair over who is right or wrong. Such statements violate the Ombud's principle of independence and interfere with the legitimate performance of the Ombud's duties as outlined in the Terms of Reference.

The fact is that anyone can visit the Ombud voluntarily and be assisted as long as the visitor is not already involved in a formal grievance, appeal, or litigation process and has not hired an attorney in connection with their issue. One of the translations of the word "ombudsman" is a "person who has an ear to the people". The Ombuds Office is an ear to the entire campus community and everyone has a right to be heard. In addition, the Ombud is given authority to perform her duties by the University Council.

The Ombud is a member of the International Ombudsman Association (IOA) and adheres to its Standards of Practice and Code of Ethics. As taken from the Terms of Reference, these are:

### *Independence*

*Independence is essential to the effective functioning of the Office of the Ombud. The Office of the Ombud shall be, and shall be seen to be, free from interference*

in the performance of its duties. This independence is achieved primarily through the reporting structure of the office, neutrality and organisational recognition and respect for its independent role. To ensure objectivity, the Office of the Ombud shall function independently from administrative authorities. This includes not disclosing confidential information about matters discussed in the Office of the Ombud with anyone in the organisation, including the person to whom the Office of the Ombud reports.

### Confidentiality

Primarily, confidentiality assures that visitors can bring their issues without fear of loss of privacy, relationship or reprisal. The Office of the Ombud holds all communications with those seeking assistance in strict confidence and takes all reasonable steps to safeguard confidentiality. The Ombud does not reveal and must not be required to reveal the identities of the people who contact her. Communications between the Ombud and others (made while the Ombud is serving in that capacity) are considered privileged. The privilege belongs to the Ombud and her Office, rather than to any party to an issue. Others cannot waive this privilege. The only exception to this pledge of confidentiality is where the Ombud determines that there is an imminent risk of harm to human life. The Ombud shall not be required to give evidence before a university tribunal about anything that she may have learnt in the exercise of her duties. The University will endeavour to protect the Ombud from subpoena by others, both inside and outside the university.

### Impartiality and Neutrality

As a designated neutral, the Ombud does not take sides in any conflict, dispute or issue but shall consider the interests and concerns of all parties involved in a situation impartially with the aim of facilitating communication and assisting the parties to reach mutually acceptable agreements that are fair and equitable, and consistent with the policies of the university.

### Informality

The Ombud functions on an informal and off-the-record basis and shall be a resource for informal dispute resolution services. The Office of the Ombud shall not investigate, arbitrate, adjudicate or in any other way participate in any internal or external formal process or action. Whenever practical, the Ombud shall seek the resolution of the problem at the lowest level within the organisation. The Office of the Ombud does not keep records about individual cases for the university. Use of the Office of the Ombud shall always be voluntary and not a compulsory step in any grievance or university policy.

## What are the Benefits of an Ombudsman Office?

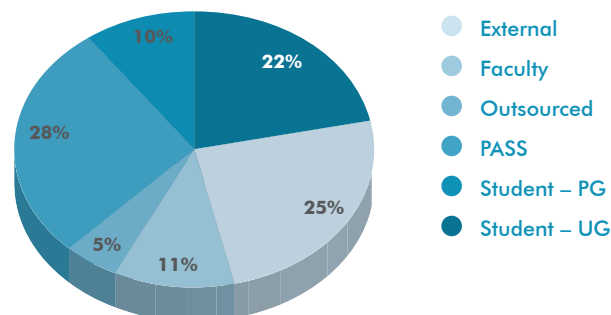
Organizations with an ombudsman office commonly cite the following benefits of the service:

- Offers a safe place for members of the workforce to discuss concerns and understand their options without fear of retaliation or fear that formal action will be taken simply by raising concerns.
- Helps identify undetected and/or unreported criminal or unethical behavior, policy violations, or ineffective leadership.
- Helps employees become empowered and take responsibility for creating a better workplace.
- Facilitates two-way, informal communication and dispute resolution to resolve allegations of harassment, discrimination and other workplace issues that could otherwise escalate into time-consuming and expensive formal complaints or lawsuits.
- Provides the ability to address subtle forms of insensitivity and unfairness that do not rise to the level of a formal complaint but nonetheless create a disempowering work environment.
- Provides an early warning diagnosis system that identifies and alerts institutions about new negative trends.
- Helps employee satisfaction, morale and retention by humanizing the institution through the establishment of a resource that provides safe and informal opportunities to be heard.
- Provides conflict resolution skills training.
- Provides upward feedback to management about organizational trends.
- Helps avoid negative press by addressing issues at the lowest and most direct level possible.
- Provides the organization with an independent and impartial voice, which fosters consistency between organizational values and actions.
- Serves as a central information and referral resource for policies, processes

Published on The International Ombudsman Association  
(<http://www.ombudsassociation.org>)

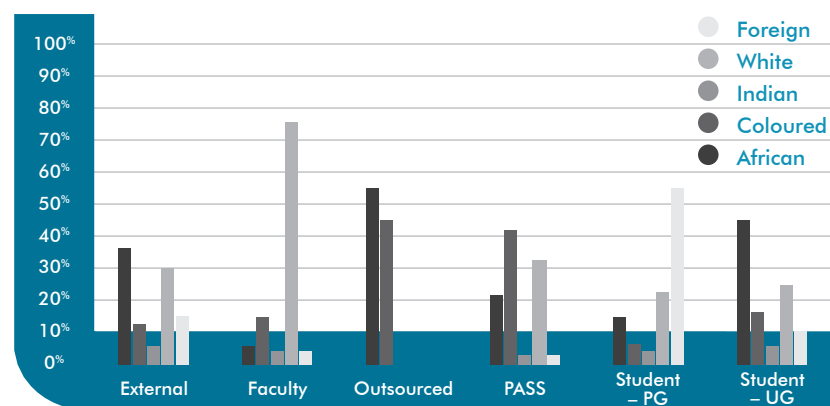
## Current Use of Office by Visitors

The 440 visitors to the Ombud seeking assistance represented the broad diversity of the university. Professional and Administrative Support Staff (PASS) (28% of the total), external people (25% of the total), undergraduate (UG) students (22%), Faculty (11%), postgraduate (PG) students (10%), and workers of outsourced service providers at 5%.



Graph 1: Distribution of Visitors by Constituency

The breakdown within each constituency by the South African “population group” classification is shown below:



Graph 2: Profile of visitors

Of 154 UCT staff members, 109 were Professional and Administrative Support Staff (PASS) members and 45 were academic staff. In terms of gender, 43% of visitors were female.

Further statistical highlights include the following:

- In 2012, the Office handled a total of 642 issues over a 12-month period; this number increased to 771 in this reporting period. (The number of issues dealt with exceeds the number of visitors as some visitors report more than one issue.)
- These issues were brought forward by 440 visitors of whom 19 came from outsourced companies providing services to the university.
- Of the 440 visitors in 2013, 358 were cases to be dealt with while 82 were resolved primarily through making information available. In 2012 the total number of cases was 260, and information was given to 181 visitors. In addition, a sizeable number of university community obtained information telephonically while others did so via email. This shows that during this reporting period the number of visitors requiring consultations increased while the number of people requesting information decreased.
- In 2013, the Ombud met with an additional 863 people; 761 were people involved as respondents in helping to resolve matters, and 102 sat in on presentations. This demonstrates an increase in the number of people reached in comparison with the previous reporting period.
- Outsourced staff brought 40 issues. They are not included in the categorisation of issues below.

On a few occasions the Ombud, on reviewing a full explanation of what had really transpired, come to realise that no unfair treatment had been rendered. This is not necessarily a negative outcome for the complainant as full explanation is also made available to both parties. However, these cases suggest a need for improved regular communication so that cases do not need to come to the Ombud unnecessarily.

## Classification of Issues

The classification of issues is according to the International Ombudsman Association (IOA) classification system which has nine broad categories and approximately 85 subcategories where every issue is classified, for example, a complaint that concerns admissions would be categorised under Services and Administration issues. As noted above, during this period the total issues brought was 771. See the table below for a breakdown of the issues as well as the percentage point change from the previous reporting period.

IOA Issues Category:	2013 count	2013 %	% point change since 2012
<b>Compensation and Benefits:</b> Questions, concerns, issues or inquiries about benefits and benefit programmes	42	5%	-3%
<b>Evaluative Relationships:</b> Questions, concerns, issues or inquiries arising between people in evaluative relationships (such as supervisor-employee, staff-student)	136	18%	-13%
<b>Peer and Colleague Relationships:</b> Questions, concerns, issues or inquiries involving peers or colleagues who do not have a supervisory-employee or student-teacher relationship (for example, two staff members within the same department or conflict involving members of a student organisation).	38	5%	-4%
<b>Career Progression and Development:</b> Questions, concerns, issues or inquiries about administrative processes and decisions regarding entering and leaving a job, and what the job entails (for example, nature and place of assignment, job security, and separation).	67	9%	0%
<b>Legal, Regulatory, Financial, and Compliance:</b> Questions, concerns, issues or inquiries that may create a legal risk (financial, sanction etc.) for the organisation or its members if not addressed, including issues related to waste, fraud or abuse.	73	9%	1%
<b>Safety, Health, and Physical Environment:</b> Questions, concerns, issues or inquiries about safety, health and infrastructure-related issues.	50	6%	-1%
<b>Services/Administration Issues:</b> Questions, concerns, issues or inquiries about services or administrative offices including from external parties.	218	28%	23%
<b>Organisational, Strategic, and Mission Related:</b> Questions, concerns, issues or inquiries that related to the whole or some part of an organisation.	30	4%	-7%
<b>Values, Ethics, and Standards:</b> Inquiries about the fairness or organisational values, ethics, and/or standards, the application of related policies and/or procedures, or the need for creation or revision of policies, and/or standards.	117	15%	4%
<b>Total number of issues:</b>	<b>771</b>		

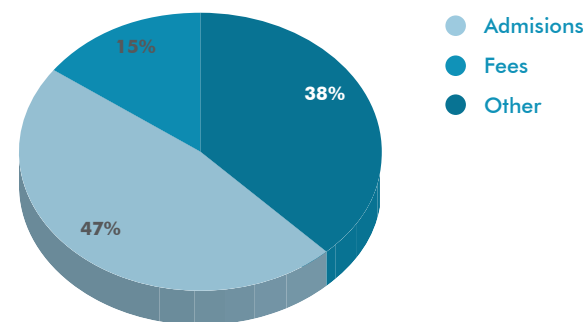
Table 1: Number of cases by IOA standard reporting categories

Comparisons and patterns are important in the work of the office as they may indicate what is not working as well as it could at the university, and matters that fail to meet reasonable expectations of the university community and which potentially lead to grievances, violate trust and create animosity. One of the goals of the Ombud is to help decrease dissatisfaction as the university becomes a fair employer with conflict-competent staff throughout.

The Ombud gives feedback to sections of the university throughout the year on individual issues as well as clusters of issues. However, without the analysis of comparisons the intensity of the problem is not always evident. The comparisons are therefore communicated in the annual report.

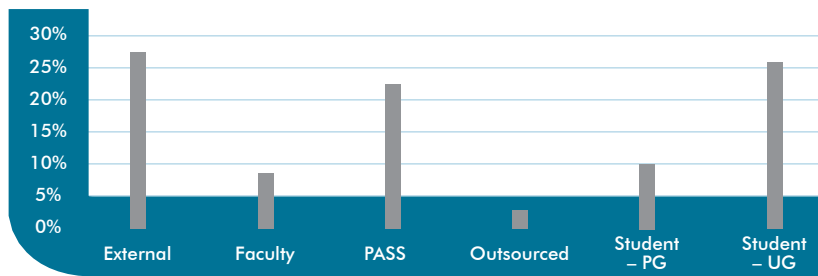
There is a noticeable decrease in Compensation and Benefits; Evaluative Relationships; Peer and Colleague Relationships; Organisational, Strategic, and Mission Related; Safety, Health and Physical environment, while the percentage relating to Career Progression has remained the same.

Values, Ethics, and Standards has increased somewhat as a share of the total while Legal and Regulatory has increased marginally. However, Services and Administration Issues has increased substantially, namely by 23%. Cases within this category peaked in January and February. The issues have been further subcategorised to show the proportions pertaining to Fees and Admissions related issues. See the graph below:



Graph 5: Services and Administration peaking months (January and February)

Furthermore, the Services and Administration issues have been classified according to visitor profile for the entire reporting period in graph below.



**Graph 6: Services and Administration cluster**

The graph shows the dominance of the external group which reflects an increase in the number of families contacting the university to query problems with Admissions, fees and funding, and a noticeable number reported poor reception and unclear communication from respective faculty administrators. Members of the public who are affiliated to the university in one way or another sought clarity and followed up via the Ombuds Office on university policies such as the admissions policy. The Services and Administration category also includes human resources matters other than compensation, such as human resources administration, recruitment and selection, performance evaluation and general application of rules and policies in an administrative sense. Furthermore, there was an increase in fee-related inquiries. Some of these were based on the Vice Chancellor’s announcement of future available funding.

In certain cases, matters that involved Evaluative Relationships included Services and Administration issues such as the tensions between collegiality versus accountability on the part of heads of department (HoDs) and the rotating nature of the role. Values and Ethics issues also increased somewhat. This could be linked to the manner in which administration-related concerns are addressed, which can often be traced back to the values and ethics of any organisation. Another matter which involves both Evaluative Relationships and Services and Administration is that of the Professional and Support Services (PASS) staff performance evaluation. Visitors complained about what they saw as incorrect uses of the Personal Performance System (PPS) process which they perceived as punitive to manipulative, and sometimes used as a means to work the staff member out of their current position.

While Career Progression concerns stayed on the same level, these often manifested as concerns about the role of selection committees, their make-up, the role of employment equity representatives, equity and its meaning. There was a concern that the employment equity representatives were not performing uniform roles in selection committees. The power and role of selection committee chairpersons and other members were viewed to silence employment equity representatives who often are people who are committed to transformation but have limited positional power to influence what is done.

The question of the value of teaching over research or vice versa emerged in some of the complaints. Visitors felt that the university emphasises research while teachers work hard as the student population is not equally prepared for the learning task at hand. Visitors noted that frequently PhD candidates are hired on the understanding that their PhD will be completed within a set time frame. However, during this period they are given a significant teaching work load which may prevent the new staff member from completing their PhD due to lack of research time. Visitors reported that the isolation and competitive nature of the academia makes it a lonely and challenging environment.

### **Teaching, Grading, Supervision and Duly Performed**

It is also worth exploring in more detail the common issues raised by student visitors, 69% of whom were undergraduates and 31% postgraduate.

Students complained about the class representative system which they perceived as ineffective while class representatives said they were victimised through threats when they challenged matters on behalf of the student body. They reported being intimidated, dismissed or brushed off.

Students complained that they were shown misleading provisional results before they had been finalised. They complained about cases in which marks were provided late, thereby jeopardising a student’s performance and affecting timing of decisions on whether or not to withdraw from the course and thus avoid additional fees. Students were unhappy with informal setting up of supplementary exams and late notification thereof. They reported changes in “duly performed” (DP) requirements midway through a course, and DP lists that relied on lecturer’s recollection of “who was around”. Students also reported being shouted at and dismissed by faculty administrators and sometimes being forced under duress to sign documents. This was not only restricted to students but also appeared to be experienced by junior or administrative staff members.

Since student and staff mental health challenges are sometimes not noticed prior to joining the UCT community, this presents problems which are not dealt with sufficiently once the students have embarked on their studies and staff have signed on for their duties.

Social media and blogs were reported to have led to new conflicts and sometimes worsened existing conflicts when messages posted brought anger and feelings of being bullied. Xenophobia was reported by non-South African staff and students as being levelled against them by various university members.



Some inquiries involved matters outside the Office's jurisdiction such as landlord and tenant matters, family issues, legal concerns and therapy and for those I referred people to other resources where possible.

## Office Activities

The office now has a full-time administrator, Ms Birgit Taylor, who has been trained as a mediator. On 1st November 2013 the Office of the Ombud at UCT hosted the first Ombudsing workshop. The event took place at the UCT Graduate School of Business in Cape Town. The title of the workshop was The University Ombud: Potential, Pitfalls and Limitations. UCT is one of the first four universities (out of 23) in South Africa to have an established Ombud's Office. Since the inception of the office in 2011, there have been numerous ad-hoc enquiries from other universities pertaining to the establishment and the benefits of an Ombud's office. The workshop was therefore organised in response to the interest shown. Furthermore, the workshop coincided with the call from the Chief Director of University Education Policy and Development, Mr Mabizela, in which he highly encouraged all South African universities to establish an Ombud's office. The Chief Director was a keynote speaker at the gathering.

In total, there were 37 participants from the various universities including UCT as host. These participants included existing Ombuds, who contributed within the format of a panel, as well as registrar offices, discrimination and harassment offices, human resources, mediators, transformation offices, legal, risk and quality assurance offices, corporate governance, and Deputy Vice Chancellor offices. This workshop provided the impetus for the Office of the Ombud to forge working relationships with neighbouring universities.

## Recommendations

While the bulk of the following recommendations are based on the above analysis of visitor data, a number of recommendations arose from the Ombud's own observation resulting from her manifold communications with the UCT community.

### 1. Values and Ethics

The university might consider popularising its values and mission statement to communicate the values and ethics espoused by the university.

### 2. Policies and Administrative Decisions

New decisions on admissions criteria should be communicated to faculty administrators timeously, else the university may run the risk of communicating incorrect information.

It appears as if the nature and volume of private research and projects conducted by academics is not properly regulated in line with policy, which may affect collegiality due to teaching work load implications.

"Duly Performed" (DP) rules for students should be communicated at the beginning of the course and not changed midway through a course. They should also be based on a reliable record of attendance. DP conditions should also be clear and concise as many faculty handbooks currently have "satisfactory attendance" or "very satisfactory attendance" as a listed requirement. In the absence of a register and minimum numeric values this may lead to subjectivity. Furthermore, course details should not differ between websites, handbooks and course outlines.

### 3. Recruitment and Selection

It may be short-sighted for selection committees to burden employment equity representatives who have limited power with equity and transformation roles in these committees. It could be beneficial to give the responsibility to the entire committee but with the chairperson, ultimately, bearing the main responsibility. All people in positions where they are likely to be chairpersons of selection committees should receive refresher training.

### 4. Staff Evaluation

The Professional Administrative and Support Staff (PASS) performance evaluation system (PPS) and its rewards structure appears to have caused much hurt and animosity in teams. Human Resources may need to consider alternative measures of evaluation and rewards. The absence of a good working relationship between the assessor and the assessed negates the value of the PPS.

### 5. Training and Development

Suggestions in this area include:

- Training and support for heads of departments on their role
- Customer service training for administrators and equipping them with current and sufficient information
- Re-evaluation of the Professional Administrative and Support Staff (PASS) work load against expectations and skills available and assessment of gaps.
- Diversity training encompassing all aspects of diversity including xenophobia, disability, and other differences.

## 6. Disability

Reasonable accommodation for staff and students with both physical and mental disabilities needs to be re-evaluated to ensure that no gaps exist in understanding the needs, current provision and general awareness of potential beneficiaries and their supervisors or managers.

## 7. Bullying and Incivility

It would be beneficial for the university to consider a civility code or an addition to the existing harassment policies that addresses bullying including cyber-bullying. For more information, excellent references are Namie and Namie (2000), The Bully at Work or Cummings Lydia and Rowe (2010) "Concerns about Bullying at Work as heard by the Organisational Ombud".

## 8. Extended Meetings

The university might want to review the format used for some of its regular meetings so as to reduce the extent to which members of the university – and in particular people in senior leadership positions – spend a large proportion of their time in meetings on business which could be dealt with equally effectively in a shorter time.

## What do Visitors Say About the Service?

*I am writing to express my profound gratitude to you for your indispensable help in resolving the difficult situation I recently experienced at work here in XXXXXXX.*

*I confess that, by the time of your intervention, the matter had gone unresolved for so long, and the lack of understanding between the participants seemed so complete, that I had despaired of finding a remedy.*

*In the event, your calm, your insight, and your gentle guidance brought about a wholly satisfactory resolution. It is a great relief to be able to finally put this problem behind me. Thank you.*

## Concluding Thoughts

I am grateful for the support I have received across the university community. I consider it a privilege to assist the university in this capacity.

# Iziqulatho

Umyalezo ovela kwi-Ombud	16
1. Intshayelelo	17
2. Inxaxheba yeOfisi yeOmbud	17
3. Kuluncedo njani ukuba neOfisi yeOmbud?	20
4. Indlela esetyenziswa ngayo le Ofisi ngabatyeleli	21
5. Ulwahlulo-hlulo lwemiba	23
6. Izinto ezenziwa yiOfisi le	28
7. Izindululo	28
8. Bathini abatyeleli ngale nkonzo?	31
9. Amazwi okuqukumbela	31



**OMBUD'S OFFICE**  
UNIVERSITY OF CAPE TOWN

# Umyalezo ovela kwi-Ombud



zixandiseke zibe mandundu, njengoko iyunivesiti inyanzeleka ukuba ijongane nobunzima obusukela kwimbali yayo, ukwahluka-hlukana kwabantu bayo, imidla neenxaxheba, izinto ezo eziqhubeka kwindawana ezithele geqe phaya, apho injongo ikukuzibhenca nokuzicela umngeni, uze ke ekwenzeni oko, ubacele umngeni nabo uphakathi kwabo. Kulo nyaka iye yaba mininzi imibuzo enzima ethe yavela ngakwicala lobuhlanga, ngokunjalo neengxoxo eziye zathanda ukuba shushu nokujongana ngezikhondo zamehlo kwimiba ngemiba eyahlukeneyo. IOfisi yeOmbud inenxaxheba ebaluleke kakhulu ngakwicala lokuncedisana nabantu ekuphumeleni kwezi nkalo nala magingxi-gingxi abangwa kukuntsonkotha kobomi beyunivesiti. Le Ofisi ayipheleli nje ekukhuseleni abantu kwiziko eli, koko ikwenza neziko eli likwazi ukuzikhuselela koko likwenzayo. Ndiyathemba ukuba le ngxelo iya kukwazi ukuyinceda iyunivesiti kwiphulo layo lokwenza izigqibo ezinobulali nobulungisa.

Ingeniswa ngokuzithoba

nguZetu Makamandela-Mguqulwa

Ukuza kuthi ga ngoku ubuninzi babathe bandindwendwela baye baqinisekisa ukuba ukuzimela, ukuthetha ngokukhululekileyo, ukugcinwa kweenkcukacha zilihlebo, nokukungakhethi cala zizinto eziziintsika ezibalulekileyo ngegalelo lazo kwimpumelelo nasekusetyenzisweni kweOfisi yeOmbud ngabo imele kubakhonza. Nangona uluvo lwam oluzimeleyo lubalulekile, eyona nto ibaluleke kakhulu kolu qhagamshelwano asikokuqinisekisa nje kuphela ngokhuseleko lweenkcukacha ezilihlebo, koko nokuqinisekisa nangokhuseleko lwenkolelo yabantu abatyelela le ofisi yokuba lukhona ukhuseleko ekusebenziseni le Ofisi. Ukuzimela nokugcinwa kokulihlebo, okukhoyo nokucingelwa ukuba kukhona, zizinto ezibaluleke kakhulu ekwenzeni iOfisi yeOmbud ikwazi ukuzifekisa ngempumelelo iinjongo ezibekiweyo.

Iyunivesiti ingumfuziselo wokwenzeka phaya entlalweni ngokubanzi, kwaye ke ukujongana ngezikhondo zamehlo nongqzulwano zizinto eziqhubeka kuyo nayiphi na imeko yoqhagamshelwano lwabantu. Njengomfuziselo wentlalo ngokubanzi, oku kujongana ngezikhondo zamehlo nolu ngqzulwano zisenokuthi

## Intshayelelo

I-Ofisi yeOmbud yasekwa ngo-2011 ngenjongo yokuba ibe sisigqeba ekunokubhenelwa kuso nguye nawuphi na umntu wale yunivesiti onengxaki okanye onenkxalabo anayo ngokungaphathwa ngobulali. Ugunyaziso olunike i-Ombud lufuna ukuba kunyaka ngamnye i-Ombud ingenise ingxelo yonyaka. Le ngxelo inika iinkcukacha ezithile ezinikwe ngamanani-nkcazo malunga namanani neentlobo zemiba ethe yaqwalaselwa yile ofisi, ngokunjalo igxininise kwiindlela ezivelayo zokwenzeka kwezinto, yenze nezindululo, inike nenkcazo ebonakalisa neendlela esizisebenzisayo ekuthatheni amanyathelo okulungisa. Enye yeenjongo zam ngale ngxelo kukuvuselela nokwandisa ulwazi ngale Ofisi yeOmbud.

Le ngxelo ingesithuba esisukela kumhla 1 Novemba 2012 ukuya kutsho kowama-30 Okthobha 2013. Ekuvandlakanyeni ezi nkcukacha kubalulekile ukuba kutolikwe indlela athe wazi ngayo ngemiba edweliswe kule ngxelo. Ndingqwenela ukugxininisa into yokuba ukusebenzisa iOfisi yeOmbud yeYunivesiti kungokuzithandela, into ke leyo ethetha ukuba iOfisi le ayiboni wonke umntu onengxaki ngomba othile. Kananjalo, izikhalazo eziza kwi-Ombud zisekelwe kwiimbono namava abatyeleli. Kwimeko nganye abanye abantu ababandakanyekayo kwimeko leyo basenokuba nezimvo ezahlukileyo ngoko kuthe kwenzeka. Kambe ke, ukuze iyunivesiti ibe nawo amava njengendawo ekulawula ubulali, ubulungisa nolwazelelelo kuyo, zonke izimvo zokungabikho kobulali, ubulungisa nolwazelelelo zibalulekile.

Le ngxelo ichaza ngendlela yokuhamba kwezinto okuthe kwaqatshelwa yi-Ombud, iindlela ke ezo ezinokuthi zingabi, okanye zibe zezeyunivesiti yonke; kodwa ezo ndlela zithe zaqatshelwa zikufanele oko kuqatshelwa, ngethemba ke lokuba oko kungazitsala iingqondo, kukhuthaze neengxoxo ngazo mhlawumbi nokuvandlakanywa kwemigaqo-nkqubo nokusetyenziswa apho kuyimfuneko oko.

## Inxaxheba yeOfisi yeOmbud

Njengoko ugunyaziso luchaza, iOfisi yeOmbud yeYunivesiti yaseKapa yasekwa ngo-2011 ngenjongo zokubonakalisa ukuzinikezela kwimpatho enobulungisa, ubulali nolwazelelelo kumntu ngamnye wale yunivesiti. Igunya elinikiweyo kukubonelela abantu bale yunivesiti (bonke abasebenzi; abafundi abasekhoyo nabemkayo; iindwendwe zeyunivesiti kunye nabo baneekhonthakthi nayo) ngenkonzo yosombululo lweembambano inkonzo leyo esekelwe phezu kweenqobo zobulali. IOfisi yeOmbud ayiyonxenywe yezigqeba zolawulo nezezifundo zeyunivesiti le. Iliziko elingenacala, elizimeleyo, elingekho phantsi kweembophelelo zeenkqubo ezisesikweni nelingazidiziyo iinkcukacha zabantu, elijolise ekuqinisekiseni ngezisombululo ezinobulali nolwazelelelo kwiinkxalabo neengxaki ezithe zaphakanyiswa nguye nawuphi na umntu wale yunivesiti.

IOfisi yeOmbud yenza imisebenzi eyahluka-hlukeneyo. Le misebenzi ke ibandakanya ukumamela nokubonelela abantu ngendawo enembeko nokhuseleko, apho banokuthetha ngokukhululekileyo ngeengxaki zabo, ibancede ekucaciseni iinkxalabo zabo nasekuqulunqeni iindlela abanokuzikhetha, icacise imigaqo-nkqubo neenkqubo zeyunivesiti, ibadlulisele nakwezinye iifisi, inike iindwendwe izikhokelo kwiindlela zokuzinceda, iqwalasele imiba ngokuthi iqokelele iinkcukacha zabanye, isebenzise nobuchule bothethwano nabantu ngabantu. Kananjalo, iOfisi yeOmbud ikwanguvimba weenkukacha kwaye ikwabonelela iyunivesiti ngobungcali kusombululo lweembambano. Ikwazamela nokuba ibe ngumsunguli nomkhuthazi wenguqu kwiziko eli. i-Ombud incedisa amaqela ekufikeleleni kwizisombululo ezihambelanayo neenjongo zeyunivesiti le.

Owona msebenzi uphambili wale Ofisi kukuba ifumaneke njengeziko elingakhethi cala ekuvandlakanyeni zonke izigqibo nezinto ezenziwayo phantsi kwamagunya eyunivesiti le. I-Ombud izamela ukuba ibonelele ngendawo engenacala, engekho phantsi kweembophelelo zeenkqubo ezisesikweni nezimeleyo apho izikhalazo, imibuzo okanye iinkxalabo zinokuthi zivakaliswe ngokuphathelele kwizinto ezithe zenziwa okanye azenziwa nakuzo naziphi na iingxaki ezithi zifunyanwe ngabantu bale yunivesiti. Inemfano eyodwa, kwaye yahlukile kunaso nasiphi na esinye isikhundla kule yunivesiti. Okona kubaluleke kakhulu kukuba ukusetyenziswa kweOfisi yeOmbud kungokuzithandela. Akukho mntu ufaneele ukuba ayalele omnye ukuba atyelele le Ofisi, okanye ayalele omnye ukuba angayityeleli le Ofisi naxa efuna yena. Okukhe kwafikelela ezindlebeni zeOmbud kukuba abantu abambalwa bale yunivesiti baye baxelelwa ukuba mabangayityeleli i-Ombud okanye banikwa ingxelo yokuba bangabe baphinde bakwenze oko kwixesha elizayo, njengoko ukwenza njalo kunokuthi kuzinike igama elibi ezo ndawo basebenza kuzo. Akukho nyaniso tu kule nto, njengoko iOfisi yeOmbud ingagwebi, koko ijonga oko kububulali, malunga nokuba ngubani na ongenasiphoso ingubani na onaso. Iintetho ezinjalo ke zichasene nenqobo yeOmbud yokuzimela, kwaye ziyaphazamisana nendlela esemthethweni yokwenza kweOmbud imisebenzi yakhe ecacise kugunyaziso alunikiweyo.

Okuyinene kona kukuba nabani na uselungelweni lokuba angatyelele kwi-Ombud ngokuzithandela, aze ke anikwe uncedo, ukuba ngaba umtyeleli lowo akangomntu sele ebandakanyeka kwisikhhalazo esifakwe ngokusesikweni, kwisibheni okanye kumanyathelo omthetho, kwaye akaqeshanga gqwetha kulo mcimbi wakhe. Enye yeenguqulelo zeli gama lithi "I-Ombud" ithi "umntu okwaziyo ukubanika iindlebe abantu". IOfisi yeOmbud iziindlebe zabo bonke abantu bale yunivesiti, kwaye wonke umntu unelungelo lokumanyelwa. Kananjalo, i-Ombud ilinikwe yiKhansile yeYunivesiti igunya lokwenza imisebenzi yayo.

I-Ombud ililungu loMbuthe weOmbud weHlabathi (International Ombudsman Association (IOA)), kwaye ihamba ngokweMigangatho yeNkqubo noMgaqo weNtsulungeko (Standards of Practice and Code of Ethics) walo Mbutho. Nantsi ke, njengoko icatshulwe kuGunyaziso:

### **Ukuzimela**

*Ukuzimela kuyimfuneko ukuze iOfisi yeOmbud isebenze ngempumelelo. IOfisi yeOmbud ayisayi kuba phantsi kophazamiso, kwaye iya kuthi ibonakale ingekho phantsi kophazamiso longenelelo ekwenzeni kwayo imisebenzi yayo. Oku kuzimela kuthi ke kufezekiseke ngakumbi ngesigqeba sokunikwa kwengxelo seofisi le, ngokungakhethi cala nokwamkelwa nokuhlonitshwa koku kuzimela liziko eli. Ngenjongo yokuqinisekisa ukuba akukho kukhethwa kwamacala, le Ofisi yeOmbud iya kuthi isebenze ngokuzimeleyo ingekho phantsi kolawulo lweziphathamandla zolawulo. Le nto ke ibandakanya nokungadizwa kweenkcukacha zemcimbi exoxwe kwiOfisi yeOmbud kwe nabani na olapha kweli ziko, kubandakanya naloo mntu ingenisa kwe iingxelo iOfisi yeOmbud.*

### **Ukugcinwa kweenkcukacha zilihlebo**

*Okona kuphambili ngokugcinwa kweenkcukacha zilihlebo kukuba abatyeleli bayakwazi ukuzisa imicimbi yabo ngaphandle koloyiko lokudizeka kwemicimbi yabo, okanye lokulahlekelwa bubudlelane okanye lwempindezelo. IOfisi yeOmbud ilugcina luhlebo lonke uqhagamshelwano kwaye ithatha onke amanyathelo afanelekileyo okukhusela obu buhlebo. I-Ombud ayiwadizi, kwaye akufuneki ukuba kufunwe ukuba mayiwadize amagama abantu abaqhagamshelana naye. Uqhagamshelwano phakathi kweOmbud nabanye abantu (olwenzeka ngexesha i-Ombud ikwesi sikhundla) luthathwa ngokuba luyindaba yakwamkhozi. Le ndaba ke yindaba ephakathi kweOmbud neOfisi yakhe, hayi naye nawuphi na umntu obandakanyekayo kumcimbi lowo. Abanye ke abanakukwazi ukubujika obu buhlebo. Inye kuphela imeko apho kunokubakho uphambuko kwesi sibhambathiso sobuhlebo: kulapho i-Ombud ibonayo ukuba kukho umngcipheko wokubekeka kobomi bomntu engozini. Kuya kuthi ke kungabikho mfuneko yokuba i-Ombud inike ubungqina kwisigqeba seyunivesiti esongamele ukuxoxwa kwetyala ngayo nayiphi na into anokuthi abe nolwazi ngayo, ulwazi olo alufumene xa ebesenza umsebenzi wakhe. Iyunivesiti iya kuzamela ukuba iyikhusele i-Ombud ekubeni ikhutshelwe umsila wengwe wokuya kunika ubungqina ngabanye abantu, apha eyunivesiti nangaphandle.*

### **Ukungakhethi cala**

*Njengomntu ongafanelanga kukhetha cala, i-Ombud ayithathi cala kulo naluphi na ungquzulwano, nayiphi na imbambano okanye umba, koko uya kujonga iinkxalabo zabo bonke abo bachaphazelekayo kwimeko leyo, ngaphandle kokukhetha icala elithile ngenjongo yokwenza lula uqhagamshelwano neyokunceda loo maqela ekubeni afikelele kwizivumelwano ezamkeleke macala nezinobulali nolwazelelelo, nezihambelanayo nemigaqo-nkqubo zeyunivesiti.*

### Ukukhululeka kwiimbophelelo zeenkqubo ezisesikweni (Informality)

I-Ombud isebenza ingekho phantsi kweembophelelo zeenkqubo ezisesikweni nemfuneko yokuba kubhalwe phantsi yonke into, kwaye iya kuba sisigqeba seenkonzo zosombululo lweembambano ngeendlela ezingabophelelekanga kwiinkqubo ezisesikweni. IOfisi yeOmbud ayisayi kwenza phando, ayisayi kuba ngumlamli okanye umgwebi okanye ithathe inxaxheba, ngayo nayiphi na indlela, kulo naliphi ityala eliqhutywa ngokusesikweni, phaya ngaphandle okanye apha ngaphakathi. Nanini na xa kunokwenzeka, i-Ombud iya kuthi ikhangele isisombululo sengxaki kwelona nqanaba lisezantsi apha kwiziko eli. IOfisi yeOmbud ayiyigcineli marekhodi iyunivesiti ngemicimbi eye yayiqwalasela. Ukusetyenziswa kweOfisi yeOmbud kuya kuhlala kungokuzithandela, kungelonyathelo lisisinyanzelo kuso nasiphi na isikhalazo okanye umgaqo-nkqubo weyunivesiti.

### Kuluncedo njani ukuba neOfisi yeOmbud?

Amaziko anale ofisi yeOmbud akholisa ngokukhankanya ezi zinto zilandelayo njengezinto eziluncedo ekubeni nale ofisi:

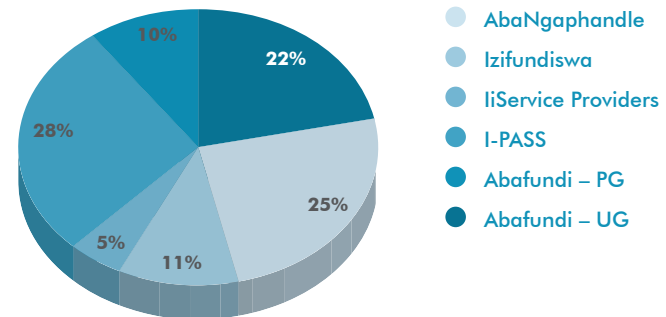
- Ibonelela abasebenzi ngendawo enokhuseleko yokuthetha ngeenkxalabo zabo baziqonde izinto abanokuzikhetha ngaphandle kokoyika impindezelo okanye ukuthathelwa amanyathelo asesikweni ngenxa yokuba bethe bazivakalisa iinkxalabo zabo.
- Inceda ekubhaqeni izenzo zolwaphulo-mthetho okanye iindlela zokuziphatha ezingenantsulungeko ebezingekabhaqwa okanye ebezingekaxelwa, utyeshelo lwemigaqo-nkqubo okanye ubunkokeli obungenampumelelo.
- Inceda abasebenzi ekubeni baxhobiseke bathathe uxanduva lokwenza bhetele indawo abasebenza kuyo.
- Iququzelela uqhagamshelwano lwababini olungabophelelekanga kwiinkqubo ezisesikweni nosombululo lweembambano neemeko zongcungcuthekiso, ezinocalu-calulo, neminye imiba yasemsebenzini ebezinokuthi zinwenwe zibe ngamatyala nezikhalazo ezisesikweni ezithatha ixesha elide nezifuna ukusetyenziswa kwemali eninzi.
- Inika ithuba lokuqwalasela kwezinto ezisathukuzayo zokungahoyeki nezingenabulali ezingade zivele ziphelele ekufakweni kwezikhalazo ezifakwe ngokusesikweni, kodwa zidala imeko engaxhobisiyo emsebenzini.
- Ilbonelela ngenkqubo yokubhaqwa kwangethuba, nokulumkisa iziko eli, ngeendlela ezigwenxa ezintsha.
- Inceda ekugcineni abasebenzi banelisekile, bekhuthazekile, bahlale emisebenzini, ngokuthi yenze iziko libe nobuntu ngokuthi kusekwe isigqeba esibonelela ngamathuba akhuselekileyo nakhululekileyo okumanyelwa.
- Ibonelela ngoqeqesho kwizakhono zokusombulula ungquzulwano.

- Ibonelela ngokunikwa kweziphathamandla eziphezulu ingxelo ngeendlela ezihamba ngayo izinto kwiziko eli.
- Inceda ngokuphetshwa kweengxelo zamajelo eendaba ezishiya ibala kwigama leziko eli, ngokuthi imicimbi iyiqwalasele ngqo kwaphaya kwinqanaba elisezantsi ingekanwenwi.
- Ibonelela iziko eli ngelizwi elizimeleyo nelingakethi cala, neliqinisekisa ukuba ikhona imfano phakathi kweenkqubo ezisisikhokhelo sokuziphatha kweyunivesiti le nezenzo zayo.
- Isebenza njengesigqeba esinguvimba okwindawo enye wokudimbaza iinkcukacha nolwazi ngemigaqo-nkqubo neenkqubo

Zishicilelwe yi-International Ombudsman Association (<http://www.ombudsassociation.org>)

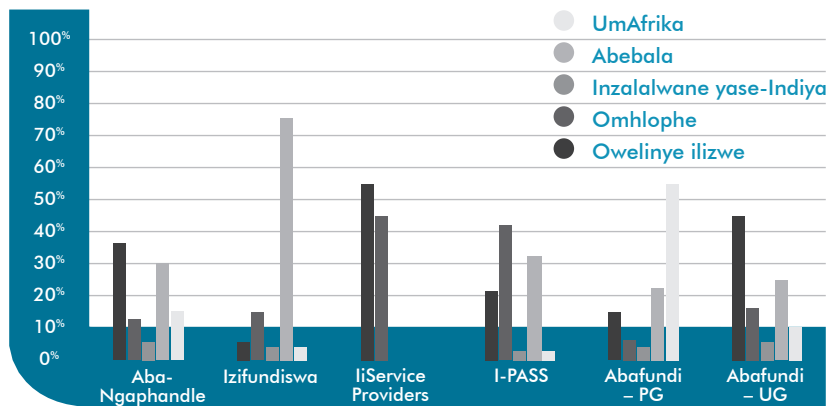
### Indlela esetyenziswa ngayo le Ofisi ngabatyeleli

Abatyeleli abangama-440 abatyelele i-Ombud beze kufuna uncedo babonakalisa ulwahluka-hlukano lwabantu beyunivesiti. Abasebenzi kwiProfessional and Administrative Support Staff (PASS) (abayi-28%), abantu bangaphandle (abayi-25%), abafundi abasafundela izidanga zokuqala (UG) (abayi-22%), abahlolhi (abayi-11%), abafundi asebedlule kwizidanga zokuqala (PG) (abayi-10%), nabasebenzi babaniki beenkonzo bangaphandle abayi-5%.



iGrafu 1: Iindidi zabatyeleli abangabase-UCT

Ngokwendlela yaseMzantsi Afrika yokwahlulwa-hlulwa “kwamaqela oluntu”, abatyeleli baye bafakwa ngolu hlobo lulandela ngezantsi apha:



**iGrafu 2: Uchako lweendidi zabatyeleli**

Kubantu abangabase-UCT abali-154, abali-109 babesuka kwiProfessional and Administrative Support Staff (PASS) aze ama-45 abe ngabahlohli. Ngokwesini, i-43% yaba ngabantu besikhomokazi.

Amanye amanani-nkcukacha anika umdla abandakanya la alandelayo:

- Ngo-2012, le Ofisi yaye yaqwalasela imiba engama-642 kwisithuba seenyanga ezili-12; eli nani liye lenyuka laya kuma-771 kwesi sithuba senzela le ngxelo. (Inani lemiba eye yaqwalaselwa lingaphaya kwenani labatyeleli, njengoko abanye abatyeleli besizisa nombamba omnye nangaphezulu.)
- Le miba yaye yaziswa ngabatyeleli abangama-440, abali-19 kubo bevela kwiinkampani zangaphandle ezinika iyunivesiti inkonzo.
- Kula ma-440 abatyeleli bango-2013, abangama-358 babeze nemicimbi efuna ukuqwalaselwa, ngelixa abangama-82 bancedwa ngokubanika ezo nkcukacha babeze kuzifuna. Ngo-2012 inani lemiba iyonke yayingama-260, baza abatyeleli abali-181 banikwa iinkcukacha. Kananjalo kukho inani elibonakalayo labantu balapha eyunivesiti abafumana iinkcukacha ngomnxebe, ngelixa abanye bazifumana nge-imeyili. Oku kubonakalisa ukuba ngesi sithuba senzela le ngxelo inani labatyeleli ababeze nemiba ehlalwa phantsi kuthethwane laye lenyuka, ngelixa laye lehla elabantu abafuna nje iinkcukacha.
- Ngo-2013, i-Ombud iye yadibana nabantu abongezelekayo abangama-863; abantu abangama-761 yayingabantu ababeze ngokubizelwa ukuza kuncedisa ekusonjululweni kwemiba, baza abali-102 bahlala kwiintetho-nkcazelo (presentations). Le nto ibonisa ukunyuka kwenani labantu abafikelelweyo xa kuthelekiswa nesithuba sokunikwa kwengxelo esidlulileyo.
- Abasebenzi bangaphandle beza nemiba engama-40. Ayibandakanywanga kolu lwahlulwa-hlulo lwemiba lungezantsi apha.

Kwizihlandlo ezimbalwa i-Ombud itha xa yavandakanya inkcazo epheleleyo yokwenzekileyo, yafumanisa ukuba akukho mpatho ingenabulali itha yenzeka. Le kasiyonto isisiphumo esibi kumfaki-sikhalazo, njengoko omabini amacala eyinikwa inkcazo epheleleyo. Kambe ke, ezi meko ziyabonisa ukuba ikhona imfuneko yophuculo loqhagamshelwano olwenzeka rhoqo khona ukuze kungade kubekho imfuneko yokuba iimeko ezininzi zize kwa-ukuza kwi-Ombud.

## Ulwahlulo-hlulo lwemiba

Ulwahlulo-hlulo lwemiba lwenziwe ngokweInternational Ombudsman Association (IOA) apho wonke umba wahlulwayo, umzekelo, isikhalazo esimalunga nolwamkelo lwabafundi besiya kuya kufakwa phantsi kwemiba yeeNkonzo noLawulo. Njengoko sele kutshiwo, apha ngentla, kwesi sithuba iyonke imiba eye yeziswa ngama-771. Jonga kule theyibhile ingezantsi apha, ubone ulwahlulwa-hlulo lwemiba njengepesenti yenguqu kwisithuba sokunikwa kwengxelo.

Iintlobo zemiba ngokwe-IOA:	Inani ku-2013	2013 %	Kwa kwengxelo
<b>Imbuyekezo neentlawulo:</b> Imibuzo, iinkxalabo, imiba okanye imibuzo malunga neentlawulo neenkqubo zeentlawulo	42	5%	-3%
<b>Ubudlelane obuvandlakanyekayo:</b> Imibuzo, iinkxalabo, imiba okanye imibuzo phakathi kwabantu abakubudlelane obuvandlakanyekayo (abafana nomphathi nomsebenzi, umhlohli nomfundi)	136	18%	-13%
<b>Ubudlelane neentanga namakhholwane:</b> Imibuzo, iinkxalabo, imiba okanye imibuzo echaphazela iintanga okanye amakhholwane angenabudlelane bamphathi namsebenzi okanye bamhlohli namfundi (umzekelo, abahloli ababini abakwicandelo elinye okanye ungquzulwano oluchaphazela abafundi abakumbutho wabafundi omnye).	38	5%	-4%
<b>Ukunyuka emsebenzini nokukhula:</b> Imibuzo, iinkxalabo, imiba okanye imibuzo malunga nokuthi kubeke iziko eli okanye abantu balo emngciphekweni ngokwasemthethweni (ezemali, izigwebo njl.) ukuba ayiqwalaselwanga, kubandakanya nemiba ephathelele kwinkcitho, buqhetseba okanye ungungcuthekiso.	67	9%	0%
<b>Ezomthetho, ezolawulo, nothotyelo:</b> Imibuzo, iinkxalabo, imiba okanye imibuzo malunga nokuthi kubeke iziko eli okanye abantu balo emngciphekweni ngokwasemthethweni (ezemali, izigwebo njl.) ukuba ayiqwalaselwanga, kubandakanya nemiba ephathelele kwinkcitho, buqhetseba okanye ungungcuthekiso.	73	9%	1%
<b>Ukhuseleko, impilo, nendawo:</b> Imibuzo, iinkxalabo, imiba okanye imibuzo nemiba enxulumene nokhuseleko, impilo nezibonelelo.	50	6%	-1%

Intlobo zemiba ngokwe-IOA:	Inani ku-2013	2013 %	Kwa kwengxelo
<b>Imiba engeenkonzolawulo:</b> Imibuzo, iinkxalabo, imiba okanye imibuzo malunga neenkonzolawulo kubandakanya nevela kwabangaphandle.	218	28%	23%
<b>Ephathelele kwiziko, kwisicwangciso nakumnqophiso:</b> Imibuzo, iinkxalabo, imiba okanye imibuzo ephathelele kwiziko eli lonke okanye kwinxenye yeziko eli.	30	4%	-7%
<b>Izinto ezisisikhokhelo sokuziphatha intsulungeko, nemigangatho:</b> Imibuzo malunga nobulali okanye iinqobo zokuziphathaixabiso, intsulungeko okanye kunye nemigangatho, ukusetyenziswa kwemigaqo-nkqubo okanye neenkqubo, okanye imfuneko yoqulunqo okanye uhlaziyo lwemigaqo-nkqubo okanye/kunye nemigangatho.	117	15%	4%
<b>Inani lemicimbi iyonke:</b>	<b>771</b>		

**Itheyibhile 1: Inani lemicimbi lemicimbi ngokwemigangatho ye-IOA yokunika ingxelo**

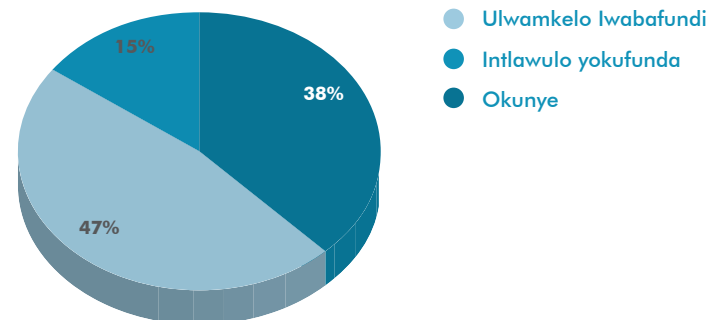
Ukuthlekisa neendlela zokuhamba kwezinto ngokwamaxesha zizinto ezibalulekileyo kumsebenzi wale ofisi, njengoko zisenokuthi zibonakalise oko kungahambi kakuhle ngokohlobo ebekufanele ukuhamba ngalo apha eyunivesiti, kananjalo nemiba esilelayo ukufikelela koko kulindelweyo ngabantu beyunivesiti, izinto ke ezo ezinokuthi zikhokelele kwizikhazelo, futhi zibulale nentembanano zidale nomoya wobutshaba. Enye yeenjongo zeOmbud kukuncedisa ekuthotyweni kwamazinga okunganeliseki, njengokuba iyunivesiti isiba ngumqeshi onobulali onabasebenzi abanolwazi lokusombulula ngqazulwano.

I-Ombud inika amacandelo ngamacandelo eyunivesiti ngokubanzi ingxelo unyaka lo wonke ngomba ngamnye nangeentlobo ngeentlobo zemiba. Kambe ke, lungekho uhlahlelo lothelekiso, ubunzulu bengxaki bukhulisa ukungaveli bonke.

Kukhona ukuhla okuqaphelekayo kwimiba yeMbuyekezo neeNtlawulo; uBudlelane obuVandlakanyekayo; uBudlelane neeNtanga naMakholwane; ephathelele kwiziko eli, kwisicwangciso esiliqili nakumnqophiso; kwimeko yoKhuseleko, eyeMpilo neyeNdawo, ngelixa ipesenti yokunyuka emisebenzini ime ndawo nye yona.

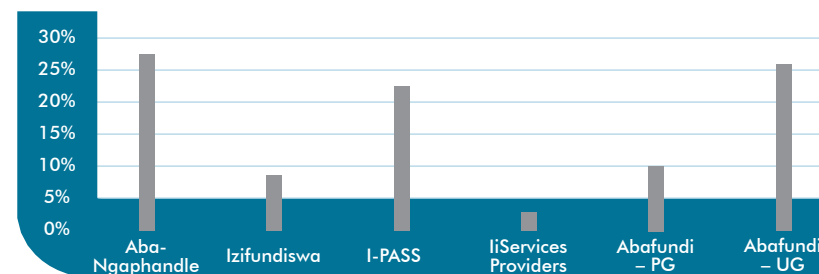
Izinto ezisisikhokhelo sokuziphatha, intsulungeko yasemsebenzini nemigangatho zinyukile noko njengenxenye yenani lilonke, ngelixa ezomthetho nezolawulo zinyuke kancinane. Kambe ke, imiba ephathelele kwiiNkonzo noLawulo inyuke kakhulu, nge-23%. Imiba ekolu hlobo iye yenyuka kakhulu ngoJanuwari nangoFebhuwari. Imiba iye yaphinda yahlulwa-hlulwa ngokweentlotyana ezizezinye ngeenjongo zokubonakalisa ubungakanani bemiba ephathelele kwiintlawulo zokufunda nakulwamkelo lwabafundi.

Jonga kule Grafu ingezantsi apha:



**iGrafu 5: UJanyuwari no Febuwari njengeenyanga zokunyuka kwiiNkonzo nakuLawulo**

UJanyuwari no Febuwari njengeenyanga zokunyuka kwiiNkonzo nakuLawulo iye yahlulwa-hlulwa ngokweendidi zabatyeleli kuso sonke esi sithuba senzela le ngxelo



**iGrafu 6: Iqela leenkonzolawulo**

Le grafu ibonisa ubuninzi beqela labangaphandle, into leyo ebonisa ukwanda kwenani leentsapho eziqhagamshelana neyunivesiti ngenjongo yokubuza ngeengxaki eziphathelele kulwamkelo, kwiintlawulo nakwinkxaso-mali, kwaye inani elivakalayo liye lanika ingxelo ngokungamkeleki kakuhle nangoqhagamshelwano olungacacanga oluvela kubalawuli bamacandelo ezifundo (faculty administrators). Abantu abanonxulumano neyunivesiti le, nokuba kukanjani na, baye bafuna ingcaciso, kunjalo nje balandelisa ngoqhagamshelwano neOfisi yeOmbud, malunga nemigaqo-nkqubo yeyunivesiti, efana nomgaqo-nkqubo wolwamkelo lwabafundi. Inkalo yeeNkonzo noLawulo ikwabandakanya nemiba yezabasebenzi engenanto yokwenza nembuyekezo, imiba leyo efana nolawulo lwezabasebenzi, ukugaywa nokuqeshwa kwabasebenzi, uvandlakanyo lwendlela owenziwa ngayo umsebenzi (performance evaluation) ngokwemithetho nemigaqo-nkqubo yolawulo.

Kananjalo, kwe kwabakho ukunyuka kwemibuzo enxulumene neentlawulo zokufunda. Eminye yale mibuzo yayisukela kwisaziso sikaSekela-Tshayintsilala malunga nenkxaso-mali eza kubakho kwixesha elizayo.

Kwezinye iimeko imiba ebichaphazela ubudlelane obuvandlakanyekayo ibibandakanya imiba yeenkonzo nolawulo efana nobukholwane xa kuthelekiswa nenkalo yoxanduva lokunika inkcazo phakathi kweentloko zamacandelo (HoDs) nokujikeleza kwesi sikhundla. Imiba yezinto ezilixabiso nentsulungeko yasemsebenzini iye yenyuka noko. Le nto ke inokunxulunyaniswa nendlela eqwalaselwa ngayo imiba ephathelele kulawulo, into leyo esukela kwizinto ezisisikhokhelo sokuziphatha nentsulungeko yasemsebenzini kulo naliphi na iziko. Omnye umba ochaphazela ubudlelane obuvandlakanyekayo neenkonzo nolawulo ngumba wovandlakanyo lwendlela yokusebenza kwabasebenzi abakwiProfessional and Support Services (PASS). Abatyeleli baye bakhazela ngento abayibone njengendlela egwenxa yokusetyenziswa kwenkqubo yePersonal Performance System (PPS), nabayibone ngathi ijolisa ekohlwayeni, kwaye inako nokusetyenziswa ngeenjongo ezigwenxa, futhi ngamanye amaxesha isetyenziselwa ekuqeqediseleni umsebenzi ekubeni aphume kweso sithuba akuso.

Nakubeni iinkxalabo ngokunyuka emsebenzini ziye zahlala kwizinga elinye, bezikhohise ngokuphathela kwinxaxheba yeekomiti ezichophela ukhetho lwengqesho, uqulunqo namalungu azo, inxaxheba yabameli bolingano lwengqesho, ulingano olu nentsingiselo yalo apha eyunivesiti. Bekukho inkxalabo yokuba abameli bolingano lwengqesho abawenzi ngokufana umsebenzi wabo kwiikomiti ezichophela uhlelo lwengqesho abahlala kuzo. Igunya nenxaxheba yoosihlalo beekomiti zokhetho lwengqesho nbulungu bazo zibonwa njengezinto ezisetyenziselwa ukuvala abameli bolingano lwengqesho imilomo. Abameli bolingano lwengqesho bakhohisa ngokuba ngabantu abazinikezeleyo ekuzisweni kweenguqu kodwa bengenawo amagunya okuba bangaba nempembelelo nefuthe ngenxa yezikhundla zabo. Kwezinye izikhalazo uye wavela umba wokubaluleka kokufundiswa kwabafundi ngaphezu kokwenza uphando okanye ukubaluleka kophando ngaphezu kokufundisa. Abatyeleli baye baba noluvo lokuba iyunivesiti igxininisa ukwenziwa kophando kakhulu, ngelixa abahloli basebenza nzima, njengoko abafundi bengakulungelanga ngokufanayo ukwenza umsebenzi wokufunda ofuna ukwenziwa. Abatyeleli baye bavakalisa ukuba kusoloko kuqeshwa abafundi bezifundo zobugqirha-lwazi (PhD) kuba kusithiwa izifundo zabo baza kuzigqiba ngelo xesha balibekelweyo. Kambe ke, ngeli xesha banikwa umthwalo omkhulu womsebenzi wokufundisa, into leyo enokumthintela umsebenzi omtsha ekugqibeni ezi zifundo zakhe zobugqirha-lwazi ngenxa yokungalifumani ixesha lokwenza uphando. Abatyeleli baye bavakalisa nokuba kumsebenzi wokuba ngumhloli kukho ukhuphiswano oluninzi kwaye elowo uzisebenzela eyedwa, into leyo ethetha ukuba umntu usebenza phantsi kobunzima obuhamba nesizungu.

## Ukufundisa, ukuhlela, ukubeka iliso nofezekiso lomsebenzi (DP)

Kungaba luncedo ukukhe kungenwe nzulu kuqwalaselo lwemiba ekwe kwaxhaphaka ukuveliswa kwayo ngabatyeleli abangabafundi, i-69% ingabenza izidanga zokuqala, ize i-31%

Abafundi baye bakhazela ngenkqubo yabameli beeklasi abayibona ingasebenzi, ngelixa abameli beeklasi bona bathe benziwa amaxhoba ngezoyikiso xa bathe bavakalisa ukungahambisani nemiba ethile, oko bekwenza egameni labafundi. Bathe benzela izoyikiso, abahoywa okanye zaphetshwa ezo zinto beze nazo.

Abafundi bakhazelele ukuba banikwa iziphumo ezilahlekisayo ngelixa iziphumo zingekaqakunjelwa. Bakhazelele neemeko apho amanqaku bewanikwa kade, into leyo ebadlela indlela abafundi kwindlela abaqhuba ngayo emsebenzini, futhi iphinde ibalibazise ekuthatheni izigqibo malunga nokuba baqhuba na okanye barhoxe kweso sifundo, ukuze basinde ekuhlawuleni enye imali. Abafundi abaxolanga yindlela engekho sikweni yokubekwa kwemihla yeemviwo zesaplimentari nangokuxelelwa kade ngazo. Baxelele nokuba kukho iinguqu ezenziweyo kwimiqathango ye-DP ngoku izifundo seziphakathi, nangezintlu ze-DP ezisekelwe kwinkumbulo yomhloli yokuba “ngoobani ababekho kanene” Bachaze neemeko apho bebeye bangxoliswe, bagxothwe ngabalawuli bamacandelo bade ngamanye amaxesha banyanzelwe ukuba basayine iimpepha ngenkani. Le nto ibingapheli kubafundi kuphela, koko ibikhangeleka isenzeka nakubasebenzi abakumanqanaba asezantsi okanye basezifosini.

Njengoko impilo yengqondo yabafundi nabasebenzi ingasoloko iqapheleka phambi kokuba babe yinxenye ye-UCT, iye ibe yingxaki engaqwalaselwa ngokwaneleyo xa abafundi beqalile ngezifundo zabo okanye abasebenzi sebeyisayinele imisebenzi yabo.

Amajelo eendaba asemoyeni nasezikhompuyutheni aye akhokelela kwiindidi zongqzulwano ezintsha nezithi zilwenze mandundu ungqzulwano ebelufudula lukhona kakade xa kuthe kwafakwa imiyalezo ebanga imisindo nokuba abantu bazive bevuyelelekile. Ziye zafumaneka neengxelo zentiyo yabantu bamanye amazwe kubasebenzi nabafundi abangengobaseMzantsi Afrika abathe baba ngamaxhoba.

Eminye imibuzo ibiba yeyemiba engangeniyo kwimida yogunyaziso lwale Ofisi, imiba efana neengxaki eziphakathi komnini wendlu nomqeshi nokuba umqeshi engumfundi apha eyunivesiti, imiba yamakhaya, nezomthetho nonyango olungqalileyo (therapy). Ezi ngxaki ndiye ndabathumela kwiindawo apho uncedo olululo lungafumaneka khona abo bebezise kum.



## Izinto ezenziwa yiOfisi le

Le ofisi inomlawuli osisigxina ngoku, uNksz Birgit Taylor, onoqeqesho kumsebenzi wokuba ngumlamli. Ngomhla 1 Novemba 2013 iOfisi yeOmbud e-UCT yaye yaqhuba indibano yocweyo yokuqala ngomsebenzi weeOmbud. Le ndibano yaqhutyelwa kwi-UCT Graduate School of Business eKapa. Isihloko sale ndibano sasisithi The University Ombud: Potential, Pitfalls and Limitations. I-UCT yenye yeeyunivesiti ezine (kwezingama-23) apha eMzantsi Afrika ezinayo iOfisi yeOmbud emileyo. Ukusukela ekusungulweni kwayo le ofisi ngo-2011, mininzi imibuzo ngezinto ezithile esekhe yafika ivela kwezinye iiyunivesiti ngokuphathelele ekusekweni kweofisi yeOmbud nangeendlela eluncedo ngazo. Ngoko ke ukuqhutywa kwale ndibano kwaphenjelelwa ngumdla owathi wabonakaliswa.

Kananjalo, le ndibano yaye yangqamana nekhwelo elahlatywa nguMlawuli oyiNtloko yoMgaqo-nkqubo weMfundo noPhuhliso lweYunivesiti (Chief Director of University Education Policy and Development), uMnu Mabizela, ekhuthaza zonke iiyunivesiti zaseMzantsi Afrika ukuba ziseke iofisi yeOmbud. UMnu Mabizela lo njengoMlawuli oyiNtloko wayesisithethi semini kule ndibano.

Bebonke abathathi-nxaxheba abezayo bevela kwiiyunivesiti ngeeyunivesiti, kubandakanya ne-UCT le yayingumququzeleli, babengama-37. Kwaba bathathi-nxaxheba kwakukho nezo Ombud sele zikhona, nezithe zenza igalelo njengeqela elinika ingabula-zigcawu (panel format), kukho nabaphuma kwiiofi zababhalisi (registrars), kwiiofisi zocalu-calulo nongcungcuthekiso, kwezabasebenzi, kwezenguqu, kwezabomthetho, kwezomngcipheko noqinisekiso lomgangatho, nakwezolawulo lwamaziko nakwiiofisi zooSekela-Tshayintsila. Le ndibano yocweyo yavuselela iOfisi yeOmbud ukuba iye phambili ngokuzama ukuseka amakhonkco obudlelane neeyunivesiti emelene nazo.

## Izindululo

Nakubeni ubuninzi bezi zindululo zisekelwe kolu hlahlelo lweenkcukacha zabatyeleli lungentla apha, likho iqela lezindululo ezisekelwe koko athe i-Ombud waziqaphelela ngokwakhe kuqhagamshelwano olubanzi aye waba nalo nabantu base-UCT.

### 1. Izinto ezisisikhokhelo sokuziphatha nentsulungeko yasemsebenzini

Iyunivesiti inokukhe iqwalasele ukuba izibhengeze izikhokhelo zokuziphatha kwakunye nomnqophiso wayo, ngenjongo yokwazisa ngezinto ezilixabiso nentsulungeko yasemsebenzini exhaswa yiyunivesiti le.

### 2. Imigaqo-nkqubo nezigqibo zolawulo

Izigqibo ezitsha ezimalunga nemiqathango yokwamkelwa kwabafundi kufuneka ukuba abalawuli bamacandelo baziswe ngazo kwangethuba, kungenjalo iyunivesiti isenokuba semngciphekweni wokuhambisa iinkcukacha ezingachanekanga.

Kubonakala ngathi uhlobo nomthamo wophando neprojekthi abaziqhubela bucala abahlolhi azilawulwa ngokufanelekileyo ngokomgaqo-nkqubo, into ke leyo enokuthi ibuchaphazele ubukholwane ngakwicala lomthwalo wokufundisa.

Imithetho yofezekiso lomsebenzi (“Duly Performed” (DP)) ebekelwe abafundi kufuneka icaciswe kwasekuqalweni kwesifundo eso, kunjalo nje ingajikwa phakathi. Kananjalo, kufuneka isekelwe kwirekhodi elithembekileyo lokuziwa kwezifundo. Imiqathango ye-DP kufuneka icace futhi ingabi yimilembelele, njengoko iincwadana ezininzi zamacandelo ezikhoyo kungoku nje zinayo kwizintlu zeemfuneko into ethi “ukuziwa kwezifundo okwanelisayo” okanye “ukuziwa kwezifundo okwanelisa kakhulu”. Xa kungekho rejista nangcaciso ngamanani abubuncinane obufanele kuziwa, loo nto ingenza ukuba kukhiwe nje entloko. Kananjalo, iinkcukacha ngezifundo kufuneka zingahluki kwiwebhusayithi, kwiincwadana nakwiimphepha zeenkcazo zezifundo.

### 3. Ukugaywa nokuqeshwa kwabasebenzi

Isenokuba lusilelo lokungajongi phambili ngokwaneleyo into yokuba iikomiti ezihlalele ukhetho lwengqesho zithwalise abameli bolingano lwengqesho umthwalo wokuba babe nempembelelo eyiyo ngeli lixa bangenamagunya ayephi. Kungaba luncedo xa olu xanduva lunokunikwa ikomiti le iyonke, abe ke kambe usihlalo enguyena unolona xanduva luphambili. Bonke abantu abakwizikhundla ezinokuthi zenze ukuba banyulelwe ukuba ngoosihlalo beekomiti zokhetho lwengqesho, kufuneka banikwe uqeqesho lokuhlaziya.

### 4. Uvandlakanyo lwabasebenzi

Inkqubo yeProfessional Administrative and Support Staff (PASS) yovandlakanyo lwendlela owenziwa ngayo umsebenzi (PPS) kwakunye nendlela yayo yembuyekezo ikhangeleka ngathi ibangele ukungonwabi okukhulu nomoya wobutshaba kumaqela abasebenzi, kangankuba iCandelo lezaBasebenzi (Human Resources) kusenokufuneka liqwalasele ezinye iindlela zokuvandlakanya nokubuyekeza. Ukungabikho kobudlelane bomsebenzi phakathi komvandlakanyi nomvandlakanywa buyaliqhwalalisa ixabiso le-PPS.

## 5. Uqeqesho nophuhliso

Izindululo ke kule nkalo zibandakanya:

- Uqeqesho nenkxaso yeentloko zamacandelo (HoDs) ngendima yazo.
- Uqeqesho lwabalawuli beeofisi kwinkonzo yabaxhasi nokubaxhobisa ngokwaneleyo ngeenkukacha ezikhoyo.
- Uvandlakanyo ngokutsha lomthwalo womsebenzi weProfessional Administrative and Support Staff (PASS) kuthelekiswe noko kulindelweyo kuyo kwakunye nezakhono ezikhoyo novandlakanyo lwezikhewu ezikhoyo.
- Uqeqesho kwinkalo yolwahlukano olubandakanya intiyo yabantu bamanye amazwe, ukhubazeko nezinye iinkalo zolwahlukano.

## 6. Ukhubazeko

Kukho imfuneko yokuba iimfuno zabasebenzi nabafundi abanokukhubazeka ngokwasemzimbeni nangokwasengqondweni, zikhe ziphinde zivandlakanywe ngokutsha, ngenjongo yokujinisekisa ukuba akukho zikhewu zisekhoyo kwezi mfuno, nobonelelo olukhoyo, nakulwazi ngokubanzi ngabo banokuthi bafanelwe lubonelelo, abaphathi babo okanye iimanejala zabo.

## 7. Ukuvuyelela nentswelambeko

Kungayinceda kakhulu iyunivesiti le xa ibinokuthi iqwalasele umba woqulunqo lomgaqo wembeko okanye wokongeza kule migaqo-nkqubo yongcungcuthekiso sele ikhona, imiqathango ephathelele kumba wovuyelelo, kubandakanya novuyelelo olwenzeka kwizixhobo zoqhagamshelwano lwala maxesha (cyber-bullying). Kofuna ezinye iinkukacha ezithe kratya, ezi mbalo zingaluncedo kakhulu: Namie and Namie (2000), The Bully at Work okanye Cummings Lydia and Rowe (2010) "Concerns about Bullying at Work as heard by the Organisational Ombud".

## 8. Iintlanganiso ezinde

Iyunivesiti isenokukhe icinge ngokuyivandlakanya inkqubo esetyenziswa ekuqhutyweni kwezinye zeentlanganiso zayo ezihlalwa rhoqo, khona ukuze licuthwe noko ixesha elininzi elithathwa ngabantu kuzo – ngakumbi abantu abakwizikhundla zobunkokeli eziphezulu. Aba bantu bachitha ixesha ezintlanganisweni eziphethe imicimbi ebinokuthi iqukunjelwe ngempumelelo efanayo ngexesha elifutshane.

## Bathini abatyeleli ngale nkonzo?

Ndibhala ngenjongo yokuvakalisa umbulelo wam ongazenzisiyo kuwe ngoncedo lwakho olungummangaliso ekusombululeni imeko enzima endisandula ukuzifumana ndikuyo. Ndifuna ukuyithetha inyani yokuba, ngesi sithuba sokungenelela kwakho, lo mcimbi ubusele unethuba elide kakhulu ungasonjululwa, kwaye ke nokungaqondani phakathi kwababechaphazeleka kwakubonakala kuyinto esele yendele kakhulu, kangangokuba ndaye ndaphelelwa nalithemba lokuba singaze sifumaneke isisombululo.

Kule meko ke, ukuyizolela kwakho, ubukhali bengqiqo yakho, nocikizeko lwezikhokelo zakho, zizinto ezithe zakhokelela kwisisombululo esanelisa ngokupheleleyo. Ngokudlula kwale ngxaki utsho wawa umthwalo obunzima kakhulu emagxeni am. Ndibamba ngazibini.

## Amazwi okuqukumbela

Ndinombulelo omkhulu ngenkxaso endithe ndayifumana kubantu beyunivesiti ngokubanzi. Ndikuva kuliwonga elikhulu ukuba ndincedise le yunivesiti ndikwesi sikhundla.

# Inhoud

Boodskap van die Ombud	33
1. Inleiding	34
2. Rol van die Kantoor van die Ombud	34
3. Wat is die voordele van 'n Ombudkantoor?	37
4. Huidige gebruik van Kantoor deur besoekers	38
5. Klassifikasie van kwessies	39
6. Kantooraktiwiteite	44
7. Aanbevelings	44
8. Wat sê besoekers oor die diens?	46
9. Slotgedagtes	46



**OMBUD'S OFFICE**  
UNIVERSITY OF CAPE TOWN

# Boodskap van die Ombud



kan hierdie spanning en konflik vermeerder en vererger word terwyl die universiteit gedwing word om die kompleksiteit die hoof te bied wat die gevolg is van sy geskiedenis, die diversiteit van sy mense, belange en rolle wat saamgevoeg is in 'n afgesonderde omgewing waar die doel is om jousef te verken en uit te daag en in daardie proses diegene rondom jou uit te daag. Vanjaar was daar 'n groot aantal rasgelaaiete vraagstukke, gesprekke en spanning oor verskeie kwessies. Die Ombudkantoor speel 'n baie belangrike rol om die kampusgemeenskap by te staan om die krake en slaggate wat deur die dubbelsinnighede van die universiteit se beleefde werklikhede geskep word, te vermy. Die Kantoor bestaan nie net om mense teen die instelling te beskerm nie maar ook om die instelling teen homself te beskerm. Ek hoop hierdie verslag kan die universiteit help in sy strewe na billike en regverdige besluite.

Tot dusver bevestig die meeste van my besoekers dat dit die beginsels van onafhanklikheid, informaliteit, vertroulikheid en onpartydigheid is wat bydra tot die sukses en gebruik van die Ombudkantoor deur die belangegroep wat die Kantoor bedoel is om te dien. Hoewel my objektiewe siening baie belangrik is, is dit van die uiterste belang in hierdie wisselwerking om nie net maksimum beskerming van vertroulike inligting te verseker nie maar ook die persepsie onder besoekers aan die Kantoor dat beskerming vir die gebruik van die Kantoor beskikbaar is. Sowel werklike as vermeende onafhanklikheid en vertroulikheid is kritiek vir die vermoë van die Ombudkantoor om die gestelde doel effektief te bereik.

Met respek voorgelê.

Zetu Makamandela-Mguqulwa

'n Universiteit is 'n mikrokosmos van die groter samelewing, en spanning en konflik is inherente prosesse in enige opset waar menslike wisselwerking plaasvind. In so 'n mikrokosmos van die samelewing

## Inleiding

Die Kantoor van die Ombud is in 2011 ingestel as 'n hulpbron vir enige lid van die universiteitsgemeenskap met 'n probleem of 'n kwelling oor onbillike behandeling. Die Opdrag vir die Ombudkantoor vereis dat die Ombud elke jaar 'n jaarverslag opstel. Die verslag bevat spesifieke statistiese inligting oor die aantal en tipes kwessies wat deur die Kantoor hanteer word, en dit lig ook opkomende tendense uit, verskaf aanbevelings en skets die ingrypingsmetodes wat ons gebruik. Een van my oogmerke met hierdie verslag is om bewustheid van die Kantoor van die Ombud te verhoog.

Hierdie verslag dek die tydperk van 1 November 2012 tot 30 Oktober 2013. Wanneer die data in oënskou geneem word, is dit belangrik om die inligting te vertolk in die konteks van hoe die Ombud te wete gekom het van die kwessies wat in hierdie verslag getabelleer word. Ek wil beklemtoon dat die gebruik van die universiteit se Ombudkantoor vrywillig is, en die Kantoor sien dus nie elke persoon wat 'n bepaalde kwessie het nie. Voorts berus die klagtes wat na die Ombud kom op persepsies en ervarings van besoekers. In elke geval kan ander partye by dieselfde geval dalk verskillende persepsies hê van wat gebeur het. As die universiteit ervaar moet word as 'n omgewing waarin billikheid en regverdigheid heers, is alle persepsies van onbillikheid en onregverdigheid egter belangrik.

Hierdie verslag bespreek tendense wat die Ombudkantoor waargeneem het wat moontlik tendense van die universiteit as geheel kan wees of ook nie; die tendense wat waargeneem is, is desnieteenstaande noemenswaardig en hopelik moedig dit aandag, bespreking en moontlike beleidshersiening en implementering aan waar nodig.

## Rol van die Kantoor van die Ombud

Soos die Opdrag meld, is die Kantoor van die Ombud aan die Universiteit van Kaapstad in 2011 ingestel om verbintenisse tot die regverdige en billike behandeling van elke enkele lid van die universiteitsgemeenskap te toon. Sy mandaat is om 'n informele geskilbeslegtingsdiens te verskaf vir die universiteitsgemeenskap (alle personeel, huidige en oudstudeerders, besoekers aan die universiteit en kontrakteurs) wat op die beginsels van billikheid berus. Die Kantoor van die Ombud is buite die universiteit se gewone akademiese en administratiewe strukture. Dit is 'n neutrale, onafhanklike, informele en vertroulike hulpbron om billike en regverdige oplossings te fasiliteer vir kwellings en probleme wat deur enige lid van die universiteitsgemeenskap geopper word.

Die Kantoor van die Ombud verrig 'n verskeidenheid funksies. Dit sluit in om te luister en 'n eerbiedige en veilige plek te bied vir mense om hulle probleme vryelik te bespreek,

om hulle te help om kwellings op te helder en opsies te ontwikkel, universiteitsbeleid en prosedures te verduidelik, verwysings na ander kantore te doen en besoekers te help om hulself te help, kwessies te ondersoek deur data en perspektiewe van andere in te samel en by pendeldiplomasie betrokke te raak. Die Kantoor van die Ombud dien voorts as 'n bron van inligting en stel geskilbeslegtingkundigheid aan die universiteit beskikbaar. Hy probeer ook om 'n katalisator vir institutionele verandering te wees. Die Ombud help partye om oplossings te kry wat met die ideale van die universiteit strook.

Die vernaamste rol van die Kantoor is om beskikbaar te wees as 'n onpartydige hulpbron vir die hersiening van alle besluite en aksies wat binne die bestek van die universiteitslewe val. Die Ombud poog om 'n neutrale, informele, vertroulike en onafhanklike omgewing te verskaf waarbinne klagtes, navrae of kwellings oor beweerde handelinge, versuime en enige probleme soos dit deur universiteitslede ondervind word, hanteer kan word.

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Alle lede van die universiteitsgemeenskap het 'n reg om die Ombud te raadpleeg. Haar rol is uniek en verskil van enige ander posisie aan die universiteit. Dit is baie belangrik dat die gebruik van die Ombudkantoor vrywillig is. Niemand behoort iemand anders opdrag te gee om die Kantoor te besoek nie, en niemand behoort ook teen sy of haar wil aangesê te word om nie na die Kantoor te kom nie. Dit het onder die Ombud se aandag gekom dat 'n paar lede van die universiteitsgemeenskap aangesê is om nie die Ombud te besoek nie of terugvoer gekry het dat hulle dit nie in die toekoms moet doen nie omdat dit die afdelings waar hulle werk, in diskrediet kan bring. Dit is ver van die waarheid aangesien die Kantoor van die Ombud geen uitspraak lewer nie en fokus op wat billik is eerder as op wie reg of verkeerd is. Sulke stellings skend die Ombud se beginsel van onafhanklikheid en meng in met die legitieme verrigting van die Ombud se pligte soos in die Opdrag uiteengesit.

Die feit is dat enigiemand die Ombud vrywillig kan besoek en bygestaan kan word so lank die besoeker nie reeds by 'n formele grief, appèl of litigasieproses betrokke is nie en nie 'n prokureur in verband met sy of haar kwessie gehuur het nie. Een van die vertalings van die woord "ombud" is 'n "persoon wat 'n oor vir die mense het". Die Ombudkantoor is 'n oor vir die hele kampusgemeenskap en almal het

'n reg om gehoor te word. Verder het die Ombud die gesag om haar pligte uit te voer, van die Universiteitsraad gekry.

Die Ombud is 'n lid van die Internasionale Ombudvereniging (IOV) en volg sy Praktijkstandaarde en Etiese Kode. Soos uit die Opdrag geneem, is dit soos volg:

### **Onafhanklikheid**

Onafhanklikheid is noodsaaklik vir die doeltreffende funksionering van die Kantoor van die Ombud. Die Kantoor van die Ombud moet vry wees, en sigbaar vry wees, van inmenging in die uitvoering van sy pligte. Hierdie onafhanklikheid word primêr verkry deur die verslagdoenstruktuur van die Kantoor, neutraliteit en organisatoriese erkenning en respek vir sy onafhanklike rol. Om objektiwiteit te verseker, moet die Kantoor van die Ombud onafhanklik van administratiewe owerhede funksioneer. Dit sluit in om nie vertroulike inligting oor aangeleenthede wat in die Kantoor van die Ombud bespreek word, aan enigiemand in die organisasie openbaar te maak nie, insluitende die persoon aan wie die Kantoor van die Ombud verslag doen.

### **Vertroulikheid**

Vertroulikheid verseker primêr dat besoekers hulle kwessies kan bring sonder vrees vir verlies van privaatheid, verhouding of weerwraak. Die Kantoor van die Ombud hou alle kommunikasie met diegene wat bystand verlang, streng vertroulik en doen alle redelike stappe om vertroulikheid te verseker. Die Ombud maak nie die identiteit van die mense wat met haar skakel bekend nie en dit moet ook nie van haar verwag word nie. Kommunikasie tussen die Ombud en andere (terwyl die Ombud in daardie hoedanigheid dien) word as geprivilegieerd beskou. Die privilegie behoort aan die Ombud en haar Kantoor, en nie aan enige party by 'n kwessie nie. Ander partye kan nie van hierdie privilegie afsien nie. Die enigste uitsondering op hierdie belofte van vertroulikheid is waar die Ombud bepaal dat daar 'n dreigende risiko van benadeling van menselewe is. Daar mag nie van die Ombud vereis word om voor 'n universiteitstribunaal getuienis te lewer oor enigiets wat sy in die uitvoering van haar pligte te wete gekom het nie. Die Universiteit sal poog om die Ombud te beskerm teen dagvaarding deur ander partye, sowel binne as buite die universiteit.

### **Onpartydigheid en Neutraliteit**

As 'n aangewese neutrale instelling kies die Ombud nie kant in enige konflik, geskil of kwessie nie maar moet sy die belange en kwellings van alle partye betrokke by 'n situasie onpartydig oorweeg met die doel om kommunikasie te fasiliteer en die partye by te staan om wedersyds aanvaarbare ooreenkomste te bereik wat billik en regverdig en in ooreenstemming met die universiteit se beleid is.

### **Informaliteit**

Die Ombud funksioneer op 'n informele en nie-amptelike basis en moet 'n hulpbron vir informele geskilbeslegtingsdienste wees. Die Kantoor van die Ombud mag geen interne of eksterne formele proses of aksie ondersoek, arbitreer of bereg of op enige ander wyse daaraan deelneem nie. Wanneer dit doenlik is, moet die Ombud poog om die probleem op die laagste vlak in die organisasie op te los. Die Kantoor van die Ombud hou nie rekords van individuele gevalle vir die universiteit nie. Die gebruik van die Kantoor van die Ombud is altyd vrywillig en is nie 'n verpligte stap in enige grief of universiteitsbeleid nie.

## **Wat is die voordele van 'n Ombudkantoor?**

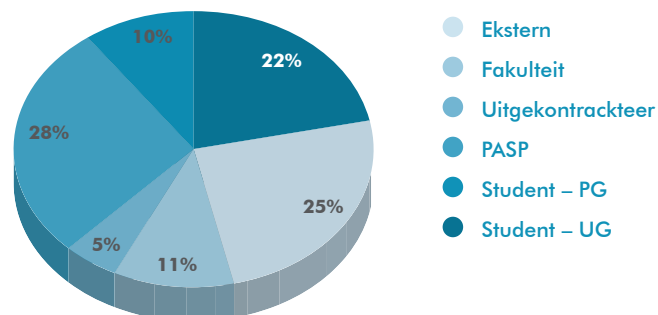
Organisasies met 'n ombudkantoor noem gewoonlik die volgende voordele van die diens:

- Dit bied 'n veilige plek vir lede van die werkmag om kwellings te bespreek en hulle opsies te verstaan sonder vrees vir weerwraak of vrees dat formele stappe gedoen sal word bloot omdat kwellings geopper word.
- Help om onopgemerkte en/of onaangemelde kriminele of onetiese gedrag, beleidskendings of ondoeltreffende leierskap te identifiseer.
- Help werknemers om bemaatig te word en verantwoordelikheid te aanvaar om 'n beter werkplek te skep.
- Fasiliteer informele tweerigting-kommunikasie en geskilbeslegting om bewerings van teistering, diskriminasie en ander werkplekkwessies wat andersins tot tydrowende en duur formele klagtes of regsdinge kan eskaleer, op te los.
- Verskaf die vermoë om subtiele vorms van ongevoeligheid en onbillikheid te hanteer wat nie tot die vlak van 'n formele klag styg nie maar nietemin 'n ontmagtigende werkomgewing skep.
- Verskaf 'n vroeëwaarskuwingsdiagnosestelsel wat nuwe negatiewe tendense identifiseer en onder die aandag van instellings bring.
- Bevorder werknemers se tevredenheid, moraal en retensie deur die instelling te humaniseer deur die vestiging van 'n hulpbron wat veilige en informele geleenthede bied om gehoor te word.
- Verskaf opleiding in konflikbeslegtingsvaardighede.
- Verskaf opwaartse terugvoer aan die bestuur oor organisatoriese tendense.
- Help om negatiewe publisiteit te vermy deur op die laagste en mees direkte vlak moontlik aandag aan kwessies te gee.
- Voorsien die organisasie van 'n onafhanklike en onpartydige stem, wat konsekwentheid tussen organisatoriese waardes en handeling bevorder.
- Dien as 'n sentrale inligtings- en verwysingshulpbron vir beleid en prosesse.

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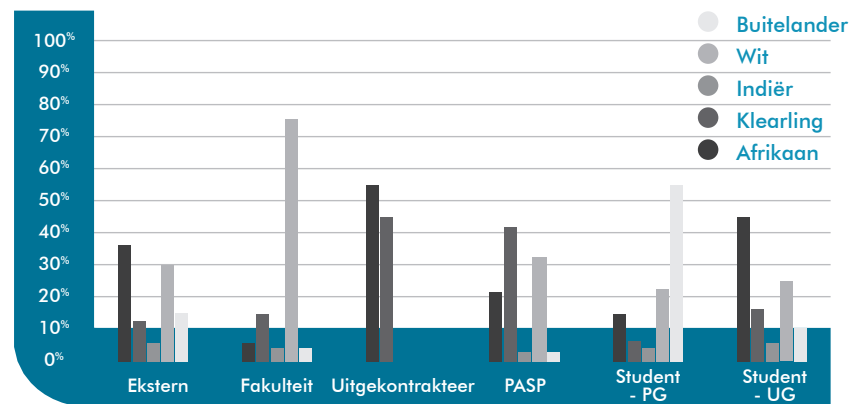
## Huidige gebruik van Kantoor deur besoekers

Die 440 besoekers aan die Ombud wat bystand gesoek het, verteenwoordig die breë diversiteit van die universiteit: Professionele en Administratiewe Steunpersoneel (PASP) (28% van die totaal), mense van buite (25% van die totaal), voorgraadse (VG) studente (22%), Fakulteit (11%), nagraadse (NG) studente (10%), en werkers van uitgekонтarreerde diensverskaffers (5%).



Grafiek 1: Besoekersamestelling rakende die UKT-gemeenskap

Ooreenkomstig die Suid-Afrikaanse “bevolkingsgroep”-klassifikasie is die besoekers soos volg ingedeel:



Grafiek 2: Profiel van besoekers

Van 154 UKT-personeellede was 109 Professionele en Administratiewe Steunpersoneel

(PASP)-lede, en 45 was akademiese personeel. Wat geslag betref, was 43% van die besoekers vroulik.

Verdere statistiese hoogtepunte sluit die volgende in:

- In 2012 het die Kantoor altesaam 642 kwessies oor ’n tydperk van 12 maande hanteer; in hierdie verslagtydperk het dit tot 771 gestyg. (Die getal kwessies is meer as die getal besoekers omdat sommige besoekers meer as een kwessie aangemeld het.)
- Hierdie kwessies is deur 440 besoekers aangemeld, van wie 19 afkomstig was van uitgekонтarreerde maatskappye wat dienste aan die universiteit lewer.
- Van die 440 besoekers in 2013 was 358 gevalle wat hanteer moes word, terwyl 82 opgelos is hoofsaaklik deur inligting beskikbaar te stel. In 2012 was daar altesaam 260 gevalle, en inligting is aan 181 besoekers verstrek. Voorts het ’n aansienlike aantal lede van die universiteitsgemeenskap inligting telefonies verkry, en ander het dit per e-pos gekry. Dit toon dat die aantal besoekers gedurende hierdie verslagtydperk wat konsultasie nodig gehad het, toegeneem het en dat die aantal mense wat inligting verlang, afgeneem het.
- In 2013 het die Ombud met ’n bykomende 863 mense vergader; 761 was mense wat as respondente betrokke was om dinge te help oplos, en 102 was teenwoordig tydens aanbiedings. Dit toon ’n toename in die aantal mense wat bereik is, vergeleke met die vorige verslagtydperk.
- Uitgekонтarreerde personeel het 40 kwessies geopper. Hulle is nie by die kategorisering van kwessies hieronder ingesluit nie.

By ’n paar geleenthede het die Ombud, na bestudering van ’n volledige verklaring van wat werklik gebeur het, tot die besef gekom dat daar geen onbillike behandeling was nie. Dit is nie noodwendig ’n negatiewe uitkoms vir die klaer nie aangesien ’n volledige verklaring ook aan albei partye beskikbaar gestel is. Hierdie gevalle dui egter op ’n behoefte aan beter gereelde kommunikasie sodat gevalle nie onnodig na die Ombud hoef te kom nie.

## Klassifikasie van kwessies

Die klassifikasie van kwessies is volgens die Internasionale Ombudvereniging (IOV) se klassifikasiesistelsel, wat nege breë kategorieë en ongeveer 85 subkategorieë het, waar elke kwessie geklassifiseer word; byvoorbeeld, ’n klag oor toelatings sal onder Dienste en Administrasie-kwessies gekategoriseer word. Soos hierbo genoem, is altesaam 771 kwessies gedurende hierdie tydperk aanhangig gemaak. Kyk die tabel hieronder vir ’n kategorisering van die kwessies asook ’n persentasiepuntverandering teenoor die vorige verslagtydperk.

IOV-kwessieskategorie	2013 syfer	2013 %	%-punt-verandering sedert 2012
<b>Vergoeding en Voordele:</b> Vrae, kwellings, kwessies of navrae oor voordele en voordeelprogramme	42	5%	-3%
<b>Evaluatiewe Verhoudings:</b> Vrae, kwellings, kwessies of navrae wat ontstaan tussen mense in evaluatiewe verhoudings (soos toesighouer-werknemer, personeel-student)	136	18%	-13%
<b>Portuur- en Kollegaverhoudings:</b> Vrae, kwellings, kwessies of navrae rakende portuur of kollegas wat nie 'n toesighouer-werknemer- of student-dosent-verhouding het nie (byvoorbeeld twee personeellede in dieselfde departement of konflik tussen lede van 'n studenteorganisasie)	38	5%	-4%
<b>Loopbaanvordering en Ontwikkeling:</b> Vrae, kwellings, kwessies of navrae oor administratiewe prosesse en besluite rakende aanvaarding en beëindiging van 'n werk, en wat die werk behels (byvoorbeeld aard en plek van opdrag, werksekerheid en skeiding).	67	9%	0%
<b>Wetlik, Regulering, Finansieel en Nakoming:</b> Vrae, kwellings, kwessies of navrae wat 'n regsrisiko (finansieel, sanksie, ens) vir die organisasie of sy lede kan skep as dit nie hanteer word nie, insluitende kwessies rakende vermorsing, bedrog of misbruik.	73	9%	1%
<b>Veiligheid, Gesondheid en Fisiese Omgewing:</b> Vrae, kwellings, kwessies of navrae oor veiligheids-, gesondheids- en infrastruktuurverwante kwessies.	50	6%	-1%
<b>Dienste/Administrasiekwessies:</b> Vrae, kwellings, kwessies of navrae oor dienste of administratiewe kantore, insluitende van eksterne partye.	218	28%	23%
<b>Organisatories, Strategies en Missieverwant:</b> Vrae, kwellings, kwessies of navrae wat verband hou met die geheel of 'n deel van 'n organisasie.	30	4%	-7%
<b>Waardes, Etiek en Standaarde:</b> Navrae oor die billikheid van organisatoriese waardes, etiek en/of standaarde, die toepassing van verwante beleide en/of prosedures, of die behoefte aan die skepping of hersiening van beleide en/of standaarde.	117	15%	4%
<b>Totale getal kwessies</b>	<b>771</b>		

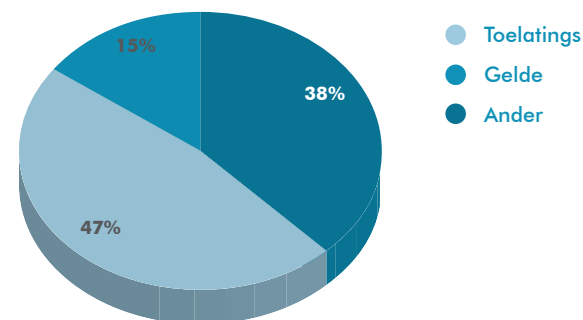
Tabel 1: Getal gevalle volgens IOV se standaard-verslagdoenkategorieë

Vergelykings en patrone is belangrik in die werk van die Kantoor aangesien dit kan aandui wat nie so goed werk as wat dit kan nie by die universiteit en dinge wat nie aan redelike verwagtinge van die universiteitsgemeenskap voldoen nie en wat potensieel tot griewe lei, vertrou skend en vyandigheid skep. Een van die doelwitte van die Ombud is om ontevredenheid te help verminder terwyl die universiteit 'n billike werkgewer word met konflikbekwame personeel dwarsdeur.

Die Ombud gee dwarsdeur die jaar terugvoer aan dele van die universiteit oor individuele kwessies asook groepe kwessies. Sonder die ontleding van vergelykings is die intensiteit van die probleem egter nie altyd duidelik nie. Die vergelykings word dus in die jaarverslag opgeneem.

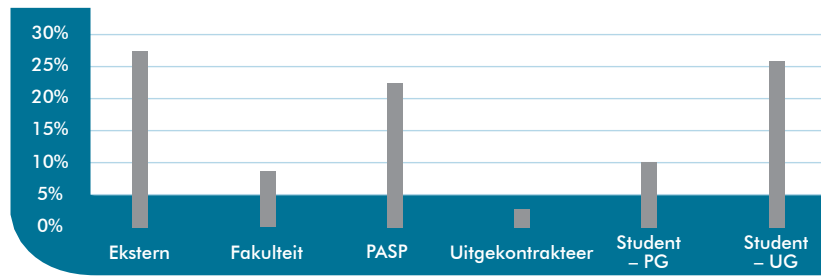
Daar is 'n opmerklike afname in Vergoeding en Voordele; Evaluatiewe Verhoudings; Portuur- en Kollegaverhoudings; Organisasories, Strategies en Missieverwant; en Veiligheid, Gesondheid en Fisiese Omgewing, terwyl die persentasie rakende Loopbaanvordering dieselfde gebly het.

Waardes, Etiek en Standaarde het ietwat toegeneem as persentasie van die totaal, terwyl Wetlik en Regulatories effens toegeneem het. Dienste en Administrasie het egter aansienlik toegeneem, naamlik met 23%. Gevalle in hierdie kategorie het in Januarie en Februarie 'n hoogtepunt bereik. Die kwessies is verder in subkategorieë ingedeel om die verhoudings te toon rakende kwessies van Gelde en Toelating. Kyk die grafiek hieronder:



Grafiek 5: Dienste en Administrasie: hoogste maande (Januarie en Februarie)

Die Dienste en Administrasie-kwessies is volgens besoekersprofiel vir die hele verslagtydperk verder geklassifiseer in die grafiek hieronder.



**Grafiek 6: Dienste en Administrasie-groep**

Die grafiek toon die oorheersing van die eksterne groep, wat 'n toename toon in die getal families wat met die universiteit geskakel het oor probleme met toelating, gelde en befondsing, en 'n opmerkbare aantal hetswak ontvangs en onduidelike kommunikasie van verskeie fakulteitsadministrateurs gemeld. Lede van die publiek wat op die een of ander manier bande met die universiteit het, het duidelikheid verlang oor universiteitsbeleid soos die toelatingsbeleid en het dit opgevolg deur die Ombudkantoor. Die kategorie Dienste en Administrasie sluit ook in ander mensehulpbronsake as vergoeding, soos mensehulpbronadministrasie, werwing en keuring, prestasiebeoordeling en algemene toepassing van reëls en beleid in 'n administratiewe sin. Verder was daar 'n toename in geldeverwante navrae. Party daarvan was gebaseer op die Visekanselier se aankondiging van toekomstige beskikbare befondsing.

In sekere gevalle het aangeleenthede rakende Evaluatiewe Verhoudings ook Dienste en Administrasie-kwessies ingesluit soos die dimensie kollegialiteit teenoor aanspreeklikheid tussen departementshoofde en die roterende aard van die rol. Waardes en Etiek-kwessies het ook ietwat toegeneem. Dit kan gekoppel word aan die wyse waarop administrasieverwante kwellings hanteer word, wat dikwels teruggevoer kan word na die waardes en etiek van enige organisasie. Nog 'n aangeleentheid wat sowel Evaluatiewe Verhoudings as Dienste en Administrasie behels, is dié van die Professionele en Steundienste (PASD)-personeelprestasiebeoordeling. Besoekers het gekla oor wat hulle gesien het as foutiewe gebruik van die Persoonlike Prestasiesstelsel (PPS)-proses, wat volgens hulle persepsie bestraffend tot manipulerend was en soms gebruik is as 'n manier om die personeellid uit sy of haar huidige posisie uit te werk.

Hoewel Loopbaanvordering-kwellings op dieselfde vlak gebly het, het dit dikwels gemanifesteer as kwellings oor die rol van die keurkomitees, die samestelling van die komitees, die rol van diensbillikheidsverteenwoordigers, billikheid en die betekenis daarvan. Daar was kwelling dat die diensbillikheidsverteenwoordigers nie eenvormige rolle in keurkomitees speel nie. Die bevoegdheid en rol van keurkomiteevoorsitters

en ander lede is gesien as om diensbillikheidsverteenwoordigers stil te maak, wat dikwels mense is wat tot transformasie verbind is maar beperkte posisionele mag het om wat gedoen word, te beïnvloed.

Die vraag oor die waarde van onderrig bo navorsing of omgekeerd het in sommige van die klagtes na vore gekom. Besoekers het gevoel die universiteit beklemtoon navorsing, terwyl dosente hard werk omdat die studentebevolking nie ewe goed voorberei word vir die leertaak wat voorlê nie. Besoekers het opgemerk dat PhD-kandidate dikwels gehuur word met die verstandhouding dat hulle PhD binne 'n gestelde tydperk voltooi sal word. Gedurende hierdie tydperk word hulle egter 'n aansienlike doseerwerkklading gegee, wat kan verhinder dat die nuwe personeellid sy of haar PhD voltooi as gevolg van 'n gebrek aan tyd vir navorsing. Besoekers het opgemerk dat die isolasie en mededingende aard van die akademie dit 'n eensame en uitdagende omgewing maak.

### **Dosering, Gradering, Toesig en Behoorlik Gedoen**

Dit is ook goed om in meer besonderhede in te gaan op die algemene kwessies wat deur studentebesoeke geopper is, van wie 69% voorgraads en 31% nagraads was.

Studente het gekla oor die klasverteengewordingstelsel wat hulle as ondoeltreffend beleef, terwyl klasverteengewordingers sê hulle word geviktiseer deur dreigemente wanneer hulle aangeleenthede namens die studenteliggam betwis. Hulle het gesê hulle word geïntimideer, weggestuur of afgeskud.

Studente het gekla dat misleidende voorlopige resultate aan hulle gewys word voordat dit gefinaliseer is. Hulle het gekla oor gevalle waar punte laat verskaf is, wat 'n student se prestasie benadeel en 'n nadelige uitwerking het op die tyd van besluite oor die voortsetting van die kursus al dan nie om sodoende bykomende gelde te vermy. Studente was ontevrede oor die informele opset van aanvullende eksamens en die laat kennisgewing daarvan. Hulle het melding gemaak van veranderinge in "behoorlik gedoen" (BG)-vereistes halfpad deur 'n kursus, en BG-lyste wat berus op die dosent se herinnering van "wie daar was". Studente het ook melding gemaak dat daar op hulle geskree is en dat hulle weggestuur is deur fakulteitsadministrateurs en soms gedwing is om dokumente te onderteken. Dit was nie net tot studente beperk nie maar is blykbaar ook deur junior of administratiewe personeellede ondervind.

Aangesien geestesgesondheidsuitdagings van studente en personeel soms nie opgemerk word nie voordat hulle by die UKT-gemeenskap aansluit, skep dit probleme wat nie na behore hanteer word nie nadat die studente met hulle studies begin en personeel diens aanvaar.



Daar is gemeld dat sosiale media en blogs tot nuwe konflik lei en soms bestaande konflik vererger wanneer boodskappe woede en gevoelens van afknouery veroorsaak. Nie-Suid-Afrikaanse personeel en studente het gemeld dat hulle xenofobie ondervind het aan die hand van verskeie universiteitslede.

Sommige navrae het gehandel oor aangeleenthede buite die Kantoor se jurisdiksie, soos aangeleenthede rakende huurder en verhuurder, familiekwessies, regs kwessies en terapie, en in hierdie gevalle het ek mense na ander hulpbronne verwys waar moontlik.

## Kantooraktiwiteite

Die Kantoor het nou 'n voltydse administrateur, me Birgit Taylor, wat as 'n bemiddelaar opgelei is. Op 1 November 2013 het die Kantoor van die Ombud by UKT die eerste ombudswerkwinkel aangebied. Dit het by die universiteit se Nagraadse Sakeskool in Kaapstad plaasgevind. Die titel van die werkwinkel was The University Ombud: Potential, Pitfalls and Limitations. UKT is een van die eerste vier universiteite (uit 23) in Suid-Afrika wat 'n Ombudkantoor ingestel het. Sedert die instelling van die Kantoor in 2011 was daar talle ad hoc-navrae van ander universiteite oor die instelling en voordele van 'n Ombudkantoor. Die werkwinkel is gevolglik aangebied na aanleiding van die belangstelling. Die werkwinkel het voorts saamgeval met die oproep van die Hoofdirekteur vir Universiteitsopvoedingsbeleid en Ontwikkeling, mnr Mabizela, waarin hy alle Suid-Afrikaanse universiteite sterk aangemoedig het om 'n Ombudkantoor in te stel. Die Hoofdirekteur was 'n hoofspreker op die byeenkoms.

Daar was altesaam 37 deelnemers van die verskillende universiteite, insluitende UKT as gasheer. Hierdie deelnemers sluit in bestaande Ombuds, wat in die formaat van 'n paneel bygedra het, asook registrateurskantore, kantore vir diskriminasie en teistering, mensehulpbronne, bemiddelaars, transformasiekantore, kantore vir regsake, risiko en gehalteversekering, korporatiewe regering en kantore van Adjunkvisiekanseliers. Hierdie werkwinkel het die dryfkrag vir die Kantoor van die Ombud verskaf om werkverhoudings met naburige universiteite te smee.

## Aanbevelings

Hoewel die meeste van die aanbevelings op bostaande ontleding van besoekersdata berus, het 'n aantal aanbevelings ontstaan uit die Ombud se eie waarnemings voortspruitend uit haar talle skakelings met die UKT-gemeenskap.

### 1. Waardes en Etiek

Die universiteit kan dit oorweeg om sy waardes en missiestelling te populariseer ten einde die waardes en etiek wat die universiteit voorstaan, bekend te maak.

### 2. Beleide en Administratiewe Besluite

Nuwe besluite oor toelatingskriteria moet betyds aan fakulteitsadministrateurs bekend gemaak word, anders kan die universiteit die risiko loop om foutiewe inligting oor te dra.

Dit wil voorkom of die aard en volume van private navorsing en projekte deur akademië nie behoorlik gereguleer word in ooreenstemming met beleid nie, wat kollegialiteit kan raak as gevolg van implikasies rakende doseerwerkkladings.

“Behoorlik gedoen” (BG)-reëls vir studente moet aan die begin van die kursus bekend gemaak word en moet nie halfpad deur 'n kursus verander word nie. Dit moet ook op 'n betroubare bywoningsrekord berus. BG-voorwaardes moet ook duidelik en bondig wees omdat baie fakulteitshandboeke tans “bevredigende bywoning” of “baie bevredigende bywoning” as 'n vereiste meld. In afwesigheid van 'n register en minimum numeriese waardes kan dit tot subjektiwiteit lei. Verder moet daar nie verskille in kursusbesonderhede tussen webblaaië, handboeke en kursusskette wees nie.

### 3. Werwing en Keuring

Dit kan kortsigtig wees as keurkomitees diensbillikheidsvertegenwoordigers wat beperkte mag het, in hierdie komitees met billikheids- en transformasierolle belas. Dit kan voordelig wees om die verantwoordelikheid aan die hele komitee te gee maar met die voorsitter wat uiteindelik die hoofverantwoordelikheid dra. Alle mense in posisies waar hulle waarskynlik voorsitters van keurkomitees sal wees, moet opknappingsopleiding ondergaan.

### 4. Personeevaluering

Die Professionele Administratiewe en Steunpersoneel (PASP)-prestasiebeoordelingstelsel (PPS) en sy beloningstruktuur veroorsaak blykbaar baie pyn en vyandigheid in spanne, en Mensehulpbronne moet dalk alternatiewe beoordelingsmaatreëls en belonings oorweeg. Die afwesigheid van 'n werkverhouding tussen die beoordelaar en die beoordeelde ondermyn die waarde van die PPS.

### 5. Opleiding en Ontwikkeling

Voorstelle op hierdie gebied sluit in:

- Opleiding en steun vir departementshoofde oor hulle rol
- Kliëntediensopleiding vir administrateurs en verskaffing van lopende en voldoende inligting vir hulle
- Herevaluering van die Professionele Administratiewe en Steunpersoneel (PASD)-werkklading teenoor verwagtinge en vaardighede beskikbaar en evaluering van gapings



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