

Annual
Report
2012



OMBUD'S OFFICE
UNIVERSITY OF CAPE TOWN

Independent **Informal**
Impartial Confidential

Contents

Message from the Ombud	02
Introduction	03
How we operate	04
Annual reporting	05
Case Load	05
Types of cases	05
Year in review	06
Classification of issues	06
Profile of visitors	08
Observations and Recommendations	09
Outsourced Service Providers	10
Activities of the Ombud's Office other than dealing with visitors	11
Examples of feedback	11
Conclusion	12



Message from the Ombud

It is a privilege to have this opportunity to present the second annual report of the Office of the Ombud. The University of Cape Town has the distinction of being one of the first universities in South Africa to create an Office of the Ombud. Interpersonal and work-related conflicts are a normal part of human interaction. Universities and academia, due to their nature, structure and character, provide fertile ground for disagreements, conflict, problems and disputes. While differences in opinion can result in creative outcomes, the same differences can lead to serious communication breakdowns and lost opportunities if the parties involved lack the skills to engage in conflict in a constructive manner.

The University of Cape Town has demonstrated exceptional commitment to employees, students and others with links to the university by acknowledging the benefit of providing a neutral and confidential resource on campus to which they can take conflicts.

The establishment of the organisational Ombuds function is consistent with the core values of the university that are aimed at fostering a campus culture of respect and inclusivity that is insistent upon fair process.

This annual report is presented in the spirit of transparency and open communication of issues brought to the Office of the Ombud, while maintaining the confidentiality of the individuals who have approached me over the past 14 months with the trust that I will impartially hear about their work-related issues.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Zetu Makamandela-Mguqulwa'. The signature is stylized and fluid.

ZETU MAKAMANDELA-MGUQULWA

Introduction

The Office of the Ombud provides informal dispute resolution services to the university community and serves as a place where all members of the university can confidentially voice concerns, seek guidance, discuss and develop their options, obtain information about policy or procedure or simply discuss a matter with an objective, neutral party and be assured of confidentiality.

There are many different models for ombuds used worldwide. The models differ significantly depending on the specific organisation or user-base they serve. There are further variations in approaches within each of the predominant models. The major types include Classical Ombud (which includes both Legislative and Executive Ombuds) and Organisational Ombud.


Legislative Ombuds: A legislative ombud is established by the legislature as part of the legislative branch who receives complaints from the general public or internally and addresses actions and failures to act of a government agency, official, public employee, or contractor.

Executive Ombuds: An executive ombud may be located in either the public or private sector and receives complaints from the general public or internally and addresses actions and failures to act of the entity, its officials, employees, and contractors.

Organizational Ombuds

University Ombuds and Corporate Ombuds Programmes typically use an organisational ombud office to foster values and behaviour such as fairness, equity, justice, equality of opportunity and respect. According to Rowe¹, Organisational Ombuds essentially have all the functions of any conflict resolution specialist except those of being a formal fact finder for disciplinary purposes, a judge, an arbitrator or an advocate. They work for system change and resolution of individual disputes.

The Ombud confidentially receives complaints, concerns or questions about alleged acts, omissions, improprieties and broader systemic problems. Since no two situations are the same, the Ombud's response is tailored to the dynamics of the situation and the visitor's concerns. Primarily the Ombud listens to the visitor and may make informal inquiries or review matters received, offer resolution options, make referrals to other offices, explain university procedures and policies, coach visitors to help themselves, engage in shuttle diplomacy and/or facilitate the resolution of disputes independently and impartially and, if possible, informally.



The Ombud assists the parties in a dispute in reaching resolutions that are consistent with the articulated values and objectives of the University. The function of the Ombud supplements and does not replace other more formal processes available to the university community.

The Ombud publicises the confidential, independent, neutral and informal nature of her services and explains ethical standards to each visitor. Where administrative issues can only be resolved if the name of the person is made known, the Ombud confirms with the visitor that this will be done before proceeding.

The Office of the Ombud is also responsible for providing the university community with information at regular intervals about the role of the University Ombud.

In addition, the Ombud serves as a source of informal feedback and recommendations for university management in respect of institutional improvement and change. As an early warning system, through this report as well as through meetings with various stakeholders, the Ombud provides feedback on trends and patterns that indicate conflict or warrant attention. The identification of trends and patterns is done in a way that protects the confidentiality and identity of visitors unless there is express consent from the visitor.

How we operate

The Ombud practises according to the International Ombudsman Association (IOA) Standards of Practice and Code of Ethics. These standards are available at <http://ombudsassociation.org>. The Ombud is a member of the IOA and attends periodic training and the annual conference. The key elements of these standards and code are:

Independence

To ensure objectivity, the Office operates independently of university entities and reports to Council rather than to the university executive.

Neutrality

The Ombud remains unaligned and impartial. The role of the Ombud is to consider facts and interests in a search for a fair solution.

Confidentiality

All conversations, contacts and information exchanged with the Ombud remain confidential and are not disclosed without the consent of the parties involved. Exceptions occur only when disclosure is necessary to protect someone from harm.

Informality

All consultations are carried out “off the record”. The Ombud will not serve as a witness nor offer testimony to any formal proceedings. Although the process is informal, individuals using the services of the Ombud retain their rights to all formal procedures ordinarily available to them.

Annual reporting

The Office of the Ombud produces an annual report each year. This report covers the period from 1 September 2011 to 30 October 2012. The report includes statistical data on the number of cases seen by the Ombud and procedural or policy issues that have arisen in the course of dealing with the cases. The data facilitate the work of the Ombud with regard to where the focus of outreach should be in the future, identification of trends and provision of information to the university management in the form of aggregated systemic feedback.

In reviewing the profile of concerns described below, it needs to be borne in mind that the data in this report reflect self-selected individuals who chose to visit the office rather than from a random and unbiased survey. By its nature, the Office of the Ombud is unlikely to hear about aspects of the university that are working well. While the cases that come to the Ombud are not random, the aspects that arise in repeated cases thus represent an indication of areas which might need further investigation to determine whether they need general attention.

Case Load

For the purposes of reporting, a “case” is defined as a new or recurrent issue that is brought to the Ombud’s attention by one or more individuals seeking assistance. A case can vary from a single informational visit to a highly complex and involved intervention that requires multiple meetings with multiple parties, complex issues, direct intervention and considerable time.

Types of cases

This report includes a count of the number of people who initiated contact with the Office of the Ombud over the reporting period. This count does not include other people contacted with the permission of the initiator as respondents. The latter may, for example, have been contacted to gather relevant information regarding the matter at hand.

Not all the people who come to the Ombud had a case that requires resolution. Some seek information and/or assistance in “thinking through” an issue with an impartial person.

During the 14 months under review, the Ombud:

- Dealt with 260 cases, which involved a total of 441 initiating individuals and contact with a further 563 individuals
- Provided information to 181 individuals (or groups of individuals) who sought such information

Year in review

Within the reporting period, 441 people visited the office of the Ombud. This number is five times more than for the five-month period covered by the 2011 report, in which 85 people were seen. There are many possible reasons for this sharp increase. These include:

- The 2011 report covered just over five months of office visits whereas this report covers 14 months.
- The office was relatively unknown in the earlier period in comparison to 2012, where efforts had been directed at marketing the office using various forums and media.
- An increase in the number of cases could also mean that there is growing trust in the Office of the Ombud as some visitors come through word of mouth recommendations.
- The university community is taking advantage of approaches at their disposal to resolve their disputes amicably.

Classification of issues

The Office of the Ombud uses the classification system developed by the IOA to describe the reasons visitors make contact with the office. This system includes nine broad categories and approximately 85 subcategories.

The issues that come to the Ombud are primarily about conflicts and differences of opinion. There is thus inevitably often more than one interpretation of the circumstances that give rise to a visit to the Ombud. In the discussion below of the cases that have come before the Ombud in each of the various categories, the description of the issues reflects the experiences of the visitor. As an independent neutral party, it is not my responsibility to establish who is wrong or right. My visitors and respondents often find comfort in knowing that in my office there is no blame or judgment.

The total number of issues shown in **Table 1** – at 642 – is greater than the number of cases (441) because many cases involve multiple issues and are thus classified in more than one category.

While 30 of the 441 visitors were outsourced staff members, their concerns are not part of the 642 issues. They are discussed separately below.

IOA Issues Category	Total concerns
Compensation and Benefits: Questions, concerns, issues or inquiries about benefits and benefit programmes.	53
Evaluative Relationships: Questions, concerns, issues or inquiries arising between people in evaluative relationships (such as supervisor-employee, staff-student)	196
Peer and Colleague Relationships: 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).	60
Career Progression and Development: 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).	60
Legal, Regulatory, Financial, and Compliance: 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.	49
Safety, Health, and Physical Environment: Questions, concerns, issues or inquiries about safety, health and infrastructure-related issues.	48
Services/Administration Issues: Questions, concerns, issues or inquiries about services or administrative offices including from external parties.	33
Organisational, Strategic, and Mission Related: Questions, concerns, issues or inquiries that relate to the whole or some part of an organisation.	72
Values, Ethics, and Standards: Questions, concerns, issues or inquiries about the fairness of 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.	71
Total number of issues	642

Table 1: IOA Number of cases by standard reporting categories

The data suggest that the Office of the Ombud has been well utilised by members of the University community. However, it is worth noting that there are fewer visitors from other campuses besides Rondebosch. This could be because travelling distances presents a challenge.

The following paragraphs summarise the issues that were reported in each of the IOA categories.

- Compensation and benefits (1 percentage point increase from 2011)
- Evaluative Relationships (14 percentage point increase from 2011)
- Peer and Colleague Relationships (11 percentage point decrease from 2011)
- Career progression and development (same as 2011 at 9%)
- Legal, Regulatory, Financial and Compliance (same as 2011 at 8%)
- Safety, Health and Physical Environment (1 percentage point increase from 2011)
- Services/Administrative issues (5 percentage point decrease from 2011)
- Organisational, Strategic and Mission Related (1 percentage point increase from 2011)
- Values, Ethics and Standards (1 percentage point increase from 2011)

Profile of visitors

In terms of the standard South African “population group” classification, there were more or less equal numbers of African, coloured and white visitors (each 29–30% of the total), with a smaller number of international and Indian visitors.

In terms of university constituencies, professional, administrative and support staff (PASS) accounted for 40% of total visitors, with a further 22% of visitors being academic staff, 17% external people, 15% students, and 7% service providers’ staff. (“External” refers to retired staff members, UCT alumni, parents, spouses of staff, members of the public or potential students, and people who visit the university).

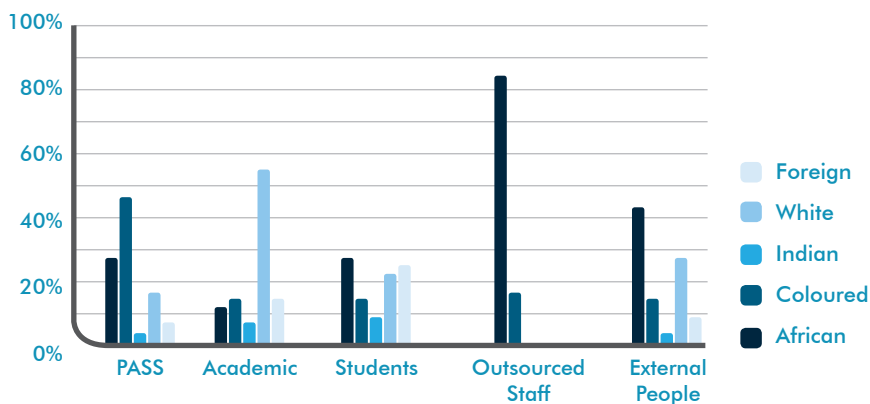


Table 2: Visitor Profile

Table 2 reveals that African visitors were the largest single grouping among the students, outsourced service provider staff, and external visitors, while coloured people dominated among PASS staff and white people among academics.

The additional 563 people contacted as “other participants” were contacted with the permission of the visitor, either because they were involved in the conflict in some way or to gather policy or procedural information that would help the initiator. Some of those contacted in this manner effectively formed a network that subsequently referred people to our Office or made use of the Office themselves.

Observations and Recommendations

The following observations and recommendations arise from the concerns raised by visitors.

Supervisory feedback and relationship

Everyone enjoys giving good news and praise. But delivering bad news such as the need for employee discipline or non-confirmation of the post beyond probation presents unwelcome challenges to most managers. I have heard from managers that they are unsure on how to best give feedback to colleagues who may respond defensively or angrily. I also have heard from staff who feel inappropriately and unfairly criticised.

This is not only a managerial dilemma but also a leadership issue. Effective communication is the bedrock of the workplace. Training and advance planning is helpful. Understanding of the bigger picture and management role, training interventions and planning can help address this problem.

On performance management, continuous feedback should take place outside the set review times as a precursor to the structured meetings.

Communication

I have seen situations where conflict had been escalated by use of email in communication. Those who have communicated in this way may explain their action as motivated by the desire to create a record, to be clear and to avoid face-to-face conversation. The risk is that emails can be sent to many other unintended recipients and are public records that can come back to haunt the sender. The same caution goes for social media as I have done mediation referrals to DISCHO for conflicts that erupted on social media sites.

Formal and Informal Processes

People should have the right to explore both formal and informal approaches at will. A number of visitors reported being discouraged from raising a grievance to avoid being seen as “trouble makers” or even losing their jobs in doing so. Informal routes such as the Ombud should not be presented as an easy way out from complex problems.

Policies and Procedures

Common themes that emerge in respect of policies and procedures are the need for:

- Simplification of policies and incorporating flow charts where possible
- Consolidation and reduction where possible
- Making dormant policies known
- Training and updating administrative staff on policies and procedure that apply in their roles
- Encouraging consistency in decision making even where there is a measure of discretion involved.

In respect of policies and procedures relating to human resources, in resolving a number of concerns that came to my office I observed an impression from some of the visitors that the Human Resources (HR) department supports management rather than all staff. This limits what staff may gain from HR. I am often asked if an employee conversation with HR will be confidential and whether the ensuing advice will consider the best interests of both the employee and manager or staff and university. The HR site is explicit on the role of HR and they should be the first people to be contacted especially for operational matters. I am in constant discussions with HR on how we can collaborate on improvement of staff experiences at UCT.

Student Deaths

While support was provided to affected families and post-traumatic support made available to the campus community, visitors expressed concern about the capacity of the university to prevent such incidents. The university may want to consider seeking best practice on prevention mechanisms.

Outsourced Service Providers

Complaints herein were brought to the attention of the Ombud by groups of Service Provider employees from several provider companies. At different times the Ombud met with some (but not all) service providers managers on the issues raised. Availability of the Ombud to outsourced workers may be seen as another layer of ensuring that fairness in how staff is treated prevails. This access does not monitor adherence to the code but may be used to ascertain consistency in reporting and most importantly, as feedback mechanism to self improve. These concerns had been discussed with the university ED.

Issues from the service provider employees centred on industrial relations and general human resource management practice, e.g. collective bargaining, working conditions, hours of work and pay, discrimination, leave, staff empowerment, and communication problems.

Activities of the Ombud's Office other than dealing with visitors

- The Ombud has requested Disability Services to facilitate accessibility of the office. During January the entrance to the Ombud's Office has been suitably modified.
- A toilet facility and a kitchenette have been built to address the visitors' concern of being seen by neighbours (with whom I used to share office space).
- Brochures and posters on the Office of the Ombud have been designed, produced and posted all over campus including residences.
- Council has approved terms of reference for the Ombud and these can be found on the website.
- A visitor intake form had been prepared to facilitate data capturing, issue tracking and reporting.
- The Ombud has visited several faculty boards, all deans and executive directors, and several transformation committees. She has also accepted select invitations from departments and schools across the university totalling 563 contacts.
- The Ombud has been requested by HR to have regular conversation with them on matters that people come to the Ombud about so as to explore proactive mechanisms and gaps that need addressing.
- The Ombud chaired an annual Purchasing Consortium (PURCO) conference on "Unlocking value through best practice" hosted by the Western Cape Universities.
- The Ombud attended an International Ombuds Association conference and was elected to serve on two of their seven service committees.
- The Ombud attended a conference of the International Association for Conflict Management.
- The Ombud meets with the Vice-Chancellor on a monthly basis to provide feedback and meets with other senior management as necessary.
- Meetings with the trade unions are held on request.

In the first year, the Ombud mediated in a number of disputes. The Ombud has now handed mediation back to the Transformation Services Unit.

Examples of feedback

Sometimes people come to the office of the Ombud after attempting, without success, to resolve the problem closest to where it occurred. The Office's willingness to listen attentively and assist with clarifying options was often sincerely appreciated.

The following are examples of feedback received from visitors:

"Thank you very much for the superb assistance, care and inspirational guidance you gave at the meeting today. This is the first time I experienced somebody at UCT who cared so much and had the vision to see the broader issues. I am very motivated now after the meeting".

"I also appreciate the effort you made to get hold of ..., and also the follow-up call to me; this touched me deeply".

"Thank you for the excellent assistance you offer; you have made a huge beneficial difference in my outlook on the situation and have also given me the confidence to keep going on. I was at a very low point after... and today for the first time could smile again".

"Your office is providing an essential service to UCT and is helping to enhance the climate".

"It has been a privilege to receive guidance from you".

Conclusion

Whatever success was achieved during this past year by the Office of the Ombud is attributable to the cooperation and support of many people across campus including the university leadership and departments who were willing to listen to various matters brought to their attention and prove their commitment to finding a fair and just solution to the issues presented. People who choose to use the office of the Ombud to resolve their complaints give meaning to the office and to them I am truly grateful.

¹ Rowe, Mary "What is it like to be an organizational ombudsman?." *Perspectives on Work* 1.2 (1997): 60-63.

Iziqulatho

Umyalezo ovela kwiOmbud	14
Intshayelelo	15
Indlela esisebenza ngayo	17
Ingxelo Yonyaka	17
Uhlelo lomsebenzi	18
Iindidi zezikhalazo	18
Unyaka ojongiweyo	18
Ukuhlelwa kwemiba	19
Iprofayili yeendwendwe	21
Ugqaliselo Neengcebiso	22
Abasebenzi ababonelela ngeenkono	24
Eminye imisebenzi yale Ofisi	24
Izimvo zeendwendwe ngeOfisi	25
Isiphelo	26



Umyalezo ovela kuMlungelani (iOmbud)

Kuluyolo ukufumana eli thuba lokwazisa ingxelo yonyaka yesibini yeOfisi yeOmbud. IYunivesithi yaseKapa izingca ngokuba yenye yeeyunivesithi zokuqala eMzantsi Afrika ukusungula iOfisi yeOmbud. Iimbambano eziphakathi kwabantu ababini nangaphezulu nezayamene nomsebenzi zizinto eziqhelekileyo neziyinxalenye yentsebenziswano yabantu. Iyunivesithi nabasebenzi bazo, ngenxa yohlobo, ukwakhiwa nemilo, zibonelela ngeqonga elifanelekileyo lokungavumelani, iimbambano, iingxaki neempikiswano. Ngeli xesha ukungaboni ngasonye kunganeziphumo ezakhayo, kwa oku ngaboni ngasonye kungakhokelela ekubeni kubekho ukuqhawuka konxibelelwano olunobuzaza nokuphulukana namathuba ukuba amaqela okanye abo babandakanyekayo abanazakhono zokusombulula imbambano ngendlela eyakhayo.

IYunivesithi yaseKapa ibonise ukuzinikela okukodwa kubasebenzi, kubafundi nakwabanye abanoqhagamshelo nayo ngokwamkela uncedo lokubabonelela ngomthombo ongathath'icala nowabucala ekhampasini apho banokusa khona iimbambano. Ukusungulwa komsebenzi we-Ombud kuhambelana ngokugqalileyo neenkqubo zeyunivesithi ezijole ekukhuthazeni intlonipho nokubaluleka komntu wonke ekhampasini nokuzinziswe kwinkqubo enobulungisa.

Le ngxelo yonyaka ikhutshwa ngomoya wonxibelelwano oluvulelekileyo, nokubaluleka kwemiba eziswe kwiOfisi yeOmbud. Noxa kunjalo ndizibophelele kwisithembiso sokungabachazi abantu abathe babonana nam kwiinyanga ezili-14 ezidlulileyo bendithembile ukuba ndakumamela imiba yabo eyamene nezemisebenzi ngaphandle kokuthatha icala.

Ingeniswe ngentlonipho,

ZETU MAKAMANDELA-MGUQULWA

Intshayelelo

IOfisi yoMlungelelanisi (Ombud) ibonelela ngenkonzo yokusombulula impixano ngendlela engasekelwanga kwimigaqo neenkqubo zeyunivesithi kwaye isebenza njengendawo apho onke amalungu eyunivesithi angavakalisa ngokuyimfihlo iinkxalabo zawo, afune isikhokhelo nomkhombandlela, afumane ulwazi ngomgaqo-nkqubo okanye afumane ithuba lokuxoxa nje ngomba othile nomntu ongenamkhethe, ongakheth'icala, ze aqinisekise ngobumfihlo bencoko leyo.

Zininzi iindidi ezahlukileyo zeeOmbud ezisetyenziswa ehlabathini jikelele. Ezi ndidi zohluka ngokwequmrhu elo okanye ngokwabantu abo baxhamla kwinkqubo yeOfisi yeOmbud. Kwezi ndidi zingafaniyo kuphinda kubekho ukohlukana kwindlela owenziwa ngayo umsebenzi lo wokulungelelanisa. Udidi olwaziwa kakhulu lolweClassical Ombud - noluquka iOmbud eyamkela ze iphande izikhalazo ezichaphazela imigaqo-nkqubo neenkqubo zikarhulumente. Olu luhlu lulodwa lune Legislative Ombud (uMlungelelanisi woMthetho kaNdlu-Nkulu) neExecutive Ombud (eyolawulo olongameleyo). Kukwakho neOmbud yeziko okanye inkampani nekwabonelela ngesisombululo kwiimbambano zeshishini elo, njengeOmbud zeyunivesithi.

Umlungelelanisi ngokweNdlu yoWiso-Mthetho (Legislative Ombud): Usekwe njengegosa elingenakhethe elimiselwa yindlu yowiso-mthetho njengenxalenye yesebe lendlu yowiso-mthetho efumana izikhalazo ezivela kuluntu jikelele okanye ngaphakathi ze alungise amanyathelo neentsilelo kwisenzo searhente karhulumente, igosa, umsebenzi karhulumente, okanye kwabasayine izivumelwano zexesha eliqingqiweyo.

Umlungelelanisi wolawulo olongameleyo (Executive Ombud): iExecutive Ombud nguMlungelelanisi ofumana izikhalazo ezichaphazela amanyathelo kunye neentsilelo zokuthatha inyathelo kwequmrhu, amagosa alo nabasebenza phantsi kwesivumelwano sethutyana (khontraktha). Le Ombud njengoMlungelelanisi ibekwa kumacandelo oluntu (public sector) okanye awabucala kwaye ifumana izikhalazo ezivela kuluntu jikelele okanye apha ngaphakathi ze ilungise amanyathelo neentsilelo kwisenzo sequmrhu, amagosa alo, abasebenzi bonke kuquka nabezivumelwano zexesha eliqingqiweyo.

AbaLungelelanisi abasebenza njengamagosa angenakhethe kwiziko okanye inkampani kwaye bekwabonelela ngesisombululo kwimbambano (Organisational Ombuds/OO)

IiOmbud zeeYunivesithi neeNkampani zona zisebenzisa iofisi yeOmbud ukukhuthaza iinqobo ezisemgangathweni njengobulungisa, ulingano, ukulingana kwamathuba nentlonipho. Ngokuka-Rowe¹, iiOmbud ezisebenza njengeOO zinalo lonke uxanduva lweengcali lokusombulula iimbambano ngaphandle kolo lokufumanisa inyaniso ngokusesikweni ngeenjongo zoluleko, ijaji, umlamli umgwebi okanye igqwetha. Bona basebenzela utshintsho kwiinkqubo zangaphakathi nokusombulula ukungaboni ngasonyene nempixano. IOmbud ifumana izikhalazo, iinkxalabo okanye imibuzo malunga neentshukumo zezityholo, iimposiso, ukwenza gwenxa neengxaki zenkqubo ngokubanzi ngendlela esekhusini nekhuselela amalungelo alowo ukhethe ukusebenzisa le ofisi. Njengokuba kungenakuba kho zimeko zihlala zifana, impendulo yeOmbud ingqamana nemeko le ithiwa thaca ngelo xesha. Okokuqala iOmbud ilumamela ngocoselelo undwendwe ze ibuze imibuzo kulo apha nakwabanye xa kuyimfuneko ngeenjongo zokucacelwa abuye ke aqwalasele kwakhona imiba ayifumeneyo, uye anike uluhlu lweendlela zesisombululo ukuze undwendwe olu lukhethe, maxa wambi awugqithisele kwezinye ii-ofisi umcimbi lo. Ukhe acacise nemigaqo-nkqubo yeyunivesithi, ekwanceda ekhuthaza iindwendwe ukuba zizincede ngokwazo. Xa kuyimfuneko uye azixakekise njengonozakuzaku apho athetha nalo aye kulowa aze abuyele kulowo ebeze nengxaki zeancedise ngesisombululo seempikiswano ngendlela ezimeleyo nengathath'icala, konke kungenanto ingqamene nendlela esezincwadini zeyunivesithi zokusombulula iimbambano (informal process). Ukwanakho kodwa xa ebona kufanelekile ukucebisa ukuba esona sisombululo sengxaki leyo sisekulandeleni indlela yokulungelelanisa yangaphakathi nesesisikweni yeyunivesithi (formal process).

IOmbud inceda amaqela akwimpikiswano ekufikeleleni kwizisombululo ezihambelana neenqobo ezaziwayo nezishicilelweyo zeYunivesithi. Umsebenzi weOmbud usisongezo njengoko ungathathi ndawo yezinye iinkqubo ezisesikweni zokusombulula iingxwabangxwaba ezingqamene neYunivesithi nabantu bayo. Kundwendwe ngalunye ngamaxesha onke

iOmbud iqalisa incoko neendwendwe ngokucacisa iindlela zayo zokusebenza nezikhokhelo azilandelayo nezizezi: imfihlelo (confidential), ukuzimela (independence), ukungathath'icala (impartial) nokuba ngaphandle kwezishicilelo nezikhokhelo zeyunivesithi komsebenzi wakhe (informal). Apho isisombululo sixhomekeke ekwaziweni kwegama lalowo uze kwiOmbud, phambi kokuba ithabathe unyawo, iOmbud ifumana isivumelwano sokuthi paha igama kundwendwe kuqala ukuze ke imbuyekezo okanye isisombululo sifezeke. IOfisi yeOmbud ikwanoxanduva lokuthi gqolo ibonelela uluntu lweyunivesithi ngolwazi malunga nendima nendlela iOfisi le esebenza ngayo.

I'Ombud ikwasebenza njengomthombo wempendulo nezindululo ngolawulo lweyunivesithi, iindawo ezifuna ingqwalasela, ukuphuculwa notshintsho. Njengenkqubo yokulumkisa kwangethuba, ngale ngxelo (ireport) kwanentlanganiso namaqela nabantu ngabantu, iOmbud ixhobisa iyunivesithi ngolwazi loqaliso-ntsingiselo (iithrendi) nezinto ezingangumfuziselo ofuna ingqwalasela phambi kokuba zinwenwe. Zonke ezi zinto zenzeka ngendlela ebakhuselayo abantu abakhethe ukuthethana neOmbud ngeengxaki zabo.

Indlela esisebenza ngayo

IOfisi yeOmbud ilandela isikhokhelo nemigaqo yombutho weeOmbud zeZizwe iInternational Ombuds Association nosishunqulelo siyi IOA. IOA le ineeNqobo zayo zokuZiphatha nongazikroba ku <http://ombudsassociation.org>. IOmbud lilungu elizeleyo neliqeqeshwe yiIOA kwaye ihlala evela kwiinkomfa ekwanoqhagamshelwano oluthe gqolo ukuze angasileli ukulandela ezi zikhokhelo emsebenzini wakhe. Undoqo wesikhokhelo se IOA ngulo:

Ukusebenza njengoZimele-geqe (Independence)

Ukuqinisekisa ukungazibandakanyi, iOfisi ayinxulumenanga neziphathamandla zeYunivesithi, isebenza ngokuzimela kwisiGqeba soLawulo lweyunivesithi kwaye inika ingxelo kwiBhunga.

Ukungathath'icala (Impartial)

I'Ombud njengomntu ongawisi sigwebo ihlala ingenacala yayame ngakulo kunelinye njengoko amacala omabini ebalulekile ekufumaneni isisombululo. Indima yayo kukuqwalasela ubunyani nomdla wokufuna nokufumana isisombululo nokwenziwa kobulungisa.

Ukugcina ngesifuba (Confidentiality)

Zonke iincoko nenkcukacha zabantu abeze kwiOmbud nabachaphazelekayo azidizwa ngaphandle kwemvume yabo. Esi sibhambathiso sengcina sifuba sophulwa xa iOmbud irhanela ukuba umntu lowo angazenzakalisa okanye onzakalise abanye.

Ukungakhokhelwa ziziseko ezishicilelweyo zeYunivesithi (Informal)

Lonke ufakano milomo lwenzeka “ngaphandle kokubhalwa” yaye alunanto yakwenza neefayile zangaphakathi. IOmbud ayibi lingqina okanye ivumele ukesetyenziswa kweOfisi yayo kubungqina bazo naziphina iinkqubo ezisesikweni. Nangona iOmbud isebenza ngaphandle kweenkqubo zangaphakathi ezishicilelweyo nezo zigunyazisiweyo zeyunivesithi ukusombulula iingxaki, abantu abasebenzisa iinkonzo zeOmbud abaphulukani nelungelo labo lokubuyela ekuxhamleni iinkonzo ezisesikweni njengamalungu eyunivesithi.

Ingxelo yonyaka

IOfisi yeOmbud ivelisa ingxelo yayo unyaka nonyaka. Le ingxelo iquka ixesha ukusuka kumhla woku-1 kuSeptemba wama-2011 ukuya kumhla wama-30 ku-Okthobha wama-2012. Ingxelo inge datha yeenkcukacha-manani lezikhhalazo zabantu ababonwe yiOmbud kwaye ikwaquka imiba yemigaqo okanye imigaqo-nkqubo ephakanyisiweyo ngexesha lokuhlangabezana neengxaki ezo. Idatha incedisa umsebenzi weOmbud malunga nalapho ingqalelo kuniko ncedo nokwazisa ngeOfisi kufanele ibekho kwixesha elizayo, uchongo loqaliso-ntsingiselo nokwazisa uLawulo lweYunivesithi ngeemeko ezidla umzi nolungiso lwazo.

Xa uqwalasela iprofayili yeenkxalabo ezichazwe ngezantsi, nceda ukhumbule ukuba iinkcukacha zedatha le ziqulunqwe ngokwabantu abeze kwiOfisi yeOmbud ngokuzikhethela, asiyodatha eziziphumo zophando olungakhethiyo nolungen’acala. Ngenxa yobume bayo, iOfisi yeOmbud ayikhe ive malunga nemiba yeyunivesithi esebenza kakuhle. Izikhhalazo neengxaki ezithiwa thaca kwiOmbud zenzekile yaye zinentsusa koko ukuphindelela kwazo ngokufana kwindawo ethile kubonisa elubala apho uphando nengqwalasela eyodwa ifuneka khona.

Uhlelo lomsebenzi

Ngeenjongo zokunika ingxelo, “isikhhalazo” ngumba omtsha okanye oqhubekayo noziswe kwiOmbud ngumntu omnye okanye iqela nofuna ingqwalasela. Izikhhalazo azifani, zisenakho ukuba lutyelile nje olufuna ingcaciso ngoku nokuya. Maxa wambi ziye zixande, zintsokotho, zifune ungenelelo oluchaphazela abantu neentlanganisano ezininzi namaqela, kuphicothwa imiba enzima nenobuzaza efuna ungenelelo ngqo nexesha elininzi.

Iindidi zezikhhalazo

Le ngxelo iquka inani labantu abaqhagamshelene neOfisi yeOmbud ngezi nyanga zale ngxelo. Eli nani aliquki abanye abantu abaqhagamshelwe ngemvume yondwendwe olo ngenxa yokubandakanyeka kwabo kwinyewe leyo. Abanye babo, umzekelo, basenokubandakanyeka kwiphulo lokuqokelela ulwazi oluphathelele nombona ochotshelweyo.

Ayinguye wonke umntu oza kwiOmbud onengxaki efuna isisombululo. Abanye bafuna ulwazi okanye noncedo ekucingisiseni umba nomntu ongakheth'icala.

Kwezi nyanga zili-14, iOmbud:

- ichophele yaphonononga izikhalazo ezingama-260, eziziswe ngabantu abangama-441 waze waqhagamshelana nabantu abangama-563 ngaphezulu
- ibonelele ngolwazi kubantu abali-181 (okanye amaqela abantu) abafuna ulwazi okanye umkhombandlela.

Unyaka ojongiweyo

Ngeli xesha lengxelo, abantu abangama-441 batyelele iofisi yeOmbud. Eli nani lingaphezulu kahlanu kunxesha lenyanga ezintlanu eliqukwe kwingxelo yowama-2011, apho kwabonwa abantu abangama-85. Izizathu zoku kwanda kungaka zingazininzi ziquka:

- Ingxelo yowama-2011 ibiyeyexesha elingaphezulu kancinci kwiinyanga ezi-5 ekubeni le iyeyenyanga ezili-14.
- IOfisi ibingaziwa kangako ekuqaleni xa kuthelekiswa nangoku, apho imizamo iye yajoliswa ekwaziseni ngeOfisi kusetyenziswa amaqumrhu ahlukahlukeneyo namajelo eendaba angaphakathi.
- Ukwanda kwinqanaba lezikhalazo kungathetha ukuba kukho ukukhula kokuyithemba iOfisi le njengoko ezinye iindwendwe zisithi zive ngabanye ngayo.
- Uluntu lweyunivesithi lusebenzisa iindlela ezenzelwe lona ukusombulula iimbambano zabo ngendlela engachithi buhlobo.

Ukuhlelwa kwemiba

IOfisi yeOmbud isebenzisa indlela yokuhlelwa kwezikhalazo ephuhlise yiIOA. Le ndlela iquka iikhathagori ezibanzi ezilithoba neekhathagori ezingaphantsi kwezo (subcategories) ezingama-85.

Imiba eza kwiOmbud ingeempikiswano nokungakungaboni ngasonye. Ngale ndlela kusoloko kukho amacala amabini okanye amaninzi ngondwendwelo ngalunye. Ingxoxo engezantsi nohlelo ngokweekhathagori lungendlela undwendwe olo luyichaze ngayo ingxaki etshis'ibunzi. NjengeOfisi engathath'icala nezimeleyo, asixanduva lwam ukufumanisa ukuba ngubani onemposiso okanye ongenamposiso. Iindwendwe nabakhalazelwayo bayakhululeka kukwazi ukuba kwiOfisi yam akukho zintso nasigwebo koko kuphononongwa indlela efanelekileyo nenobulungisa yokwenza izinto.

IiKhathagori zeIOA zemiba	Inani leenxalabo
Imbuyekezo ngokomsebenzi nezibonelelo: Imibuzo, iinkxalabo, imiba ngenkcukacha okanye imfuna-lwazi malunga nentlawulo neezibonelelo ezayamane nayo.	53
Ubuhlobo obuHlolekayo: Imibuzo, iinkxalabo, imfuna-lwazi ngemiba ephathelele kumsebenzi nalowo ungentla kwakhe (njengomphathi nomqeshwa, umsebenzi nomfundi)	196
Ubuhlobo booGxa nabaNtanganye ngokomsebenzi: Imibuzo, iinkxalabo, imiba okanye imfuna-lwazi echaphazela oontanga okanye oogxa nengenabuhlobo bomphathi nomqeshwa okanye umfundi notitshala (umzekelo, amalungu abasebenzi kwicandelo elinye okanye imbambano yamalungu ombutho wabafundi).	60
Ukukhula nokuphuhliswa kwekhondo lomsebenzi: Imibuzo, iinkxalabo, imiba okanye imfuna-lwazi malunga neenkqubo nezigqibo zolawulo malunga nokungena kwanokushiya umsebenzi, kwanokuba umsebenzi ungantoni (umzekelo, ubunjani nemo yomsebenzi omiselweyo, ukhuseleko lwawo (job security), nolwahluko lomsebenzi (job) lowo.	60
EzoMthetho, ezeMigaqo, ezeziMali, noLandelo Lwemigaqo ephathelene nazo: Imibuzo, iinkxalabo, imiba okanye imfuna-lwazi enokwenza umngcipheko ngokomthetho (isohlwayo sezimali, njalo-njalo) wombutho lowo okanye amalungu awo ukuba akwenziwa zilungiso, kuquka imiba enxulumene nenkcitho, urhwaphilizo okanye ukuxhatshazwa.	49
Ukhuseleko, iMpilo, neMpawu zokusingqongileyo: Imibuzo, iinkxalabo, imiba okanye imfuna-lwazi malunga nokhuseleko, ezempilo namaziko okhuselo nezikhokhelo ezingundo ezikhoyo.	48
Imiba yeeNkonzo/uLawulo: Imibuzo, iinkxalabo, imiba okanye imfuna-lwazi malunga neenkonzo okanye ii-ofisi zolawulo kuquka imibuzo esuka kumaqela angaphandle.	33
EziNxulumene noQumrhu, uPhuhliso neeNjongo zalo: Imibuzo, iinkxalabo, imiba okanye imfuna-lwazi ngokunxulumene neQumrhu elo lonke okanye inxalenye yalo.	72
Iinkqubo ezisisikhokhelo sokuZiphatha, iMigangatho neeNqobo: Imibuzo, iinkxalabo, imiba okanye ufuna-lwazi malunga neenqobo ezisesikweni, ukulandelwa nomgangatho wazo, ukusetyenziswa kwemigaqo-nkqubo ne/okanye ukulandelwa kwezikhokhelo zayo okanye imfuneko yokudala izikhokhelo ezitsha okanye ukubuyekeza kulungiswe apha naphaya.	71
Inani lilonke lemiba	642

Uluhlu loku-1: Inani lezikhhalazo ngokweekhathagori zeIOA

Inani lemiba iyonke ngama-642. Eli nani likhulu kunenani lezikhazazo (ezingama-441) kuba uninzi lwazo luquka imiba emininzi kwaye ngalo ndlela luhlelwe kwikhathagori ezininzi ngaxeshanye.

Ama-30 kwiindwendwe ezingama-441 ibe ingamalungu abasebenzi beenkampani ezikhontrakhiweyo yiYunivesithi, ngoko ke, iinkxalabo zabo aziyonxalenye yemiba engama-642 yangaphakathi. Zona zixoxwe zodwa kwangezantsi apha.

Idatha ibonisa ukuba iOfisi yeOmbud iye yasetyenziswa kakuhle ngamalungu oluntu lweYunivesithi. Nangona kunjalo, kubalulekile ukuqaphela ukuba iindwendwe ezivela kwezinye iikhampasi ngaphandle kwe-Rondebosch zibe mbalwa. Ukuqelelelana kwezi khampasi kusengabangela umngeni.

Imihlathi elandelayo ishwankathela **uluhlu lwemiba ngokwekhathagori ze-IOA.**

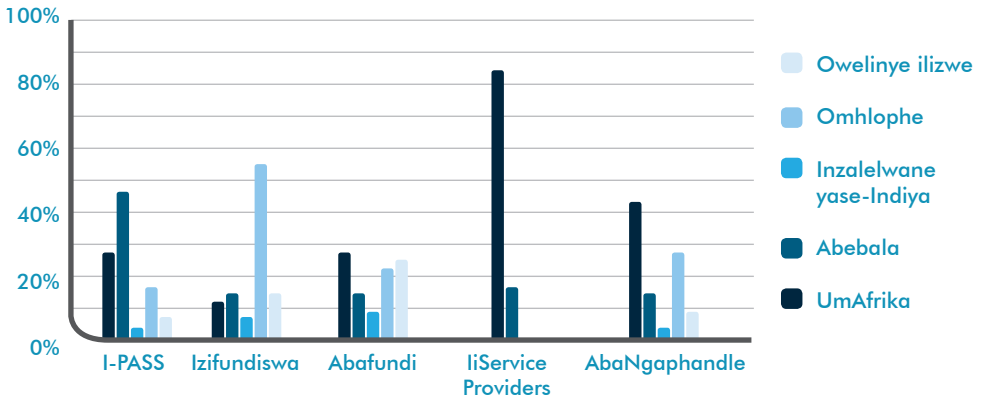
- a. Imbuyekezo ngokomsebenzi nezibonelelo (*lwande ngepesenti e-1 ukusuka kowama-2011*)
- b. Ubuhlobo obuhlolekayo (*lwande ngeepesenti ezili-14 ukusuka kowama-2011*)
- c. Ubuhlobo boogxa nabatanganye ngokomsebenzi (*lwande ngeepesenti ezili-11 ukusuka kowama-2011*)
- d. Ukukhuliswa nokuphuhlisa kwekhondo lomsebenzi (*kusafana njengowama-2011 kwisi-9%*)
- e. Ezomthetho, ezemigaqo, ezezimali, nolandelo lwemigaqo ephathelene nazo (*kusafana njengowama-2011 kwisi-8%*)
- f. Ukhuseleko, impilo nempawu zokusingqongileyo (*zande ngepesenti e-1 ukusuka kowama-2011*)
- g. Imiba yenkonzo/ulawulo (*yande ngeepesenti ezi-5 ukusuka kowama-2011*)
- h. Ezinxulumene nequmrhu, uphuhliso neenjongo zalo (*zande ngepesenti e-1 ukusuka kowama-2011*)
- i. Iinkqubo ezisisikhokhelo sokuziphatha, imigangatho neenjongo (*zande ngepesenti e-1 ukusuka kowama-2011*)

Iprofayili yeendwendwe

Ngokwemigaqo yohlelo ngokwamaqela labemi baseMzantsi Afrika, libulingana inani leendwendwe ezingama-Afrika, abebala nabamhlophe (ngalinye linama-29-30% eendwendwe), negcuntswana lendwendwe zezizwe ngezizwe nelama-Indiya.

Ngokwamalungu awohlukeneyo eyunivesithi, amagcisa, abasebenzi bolawulo nenkxaso (iPASS) kubalwe ama-40% eendwendwe zizonke, nama-22% angaphezulu ingabasebenzi abahlolaylo (Academic) i-17% ngabantu bangaphandle, i-15% ngabafundi, nabasebenzi ababonelela ngeenkono (service providers) abayi-7%. (“Abangaphandle” kubhekiswa kumalungu abasebenzi

abathathe umhlala-phantsi, i-UCT alumni, abazali, amaqabane abasebenzi, amalungu oluntu okanye abajonge ukuba ngabafundi, nabantu abatyelela iyunivesithi ngezizathu zabo).



Uluhlu lwesi-2. Iprofayili yeendwendwe

Uluhlu olungasentla luveza ukuba iindwendwe zama-Afrika zibe zezona zininzi kuluhlu lwabafundi, iiService Providers, neendwendwe zangaphandle. Abantu bebala bona babe baninzi phakathi kwabasebenzi bePASS ngeli lixa abantu abamhlophe bebaninzi kuluhlu lwezifundiswa.

Abantu abangama-563 abaqhagamshelweyo njenga “banye abathath’inxaxheba” baqhagamshelwa ngemvume yendwendwe, ngokuba bechaphazeleka kwimbambano ngendlel’athile okanye ngokuqokelela ulwazi lwemigaqo-nkqubo okanye ukunceda lowo uze ngaphambili. Abanye babo baqhagamshelwe ngolu hlobo benze unxulumano olungumfuziselo ngokuthumela abantu kwiOfisi yethu okanye bona aba bayisebenzise iOfisi kwezabo iimbambano.

Ugqaliselo neeNgcebiso

Ugqaliselo neengcebiso ezilandelayo zisekelwe kwiinkxalabo eziphakanyiswe ziindwendwe.

Ubudlelwane nabaphathi nentsebenziswano

Wonke ubani uyakonwabela ukuhambisa iindaba ezimnandi nokuncoma. Kodwa ukuzisa iindaba ezimbi ezinjengemfuneko yoluleko lomsebenzi okanye ukungaqhubeki kwesikhundla ngaphaya kwengqesho yolingqo kuzisa imingeni kubaphathi abaninzi. Abanye abaphathi bathi kunzima ukubonisana nabasebenzi abangaqhubi kakuhle emsebenzini njengoko bangasuke bavuke umnye bezikhusela. Kunjalo bakho abasebenzi abathi noko badlelwa indlala ngabaphathi babo.

Le asiyongxaki yakuphatha kuphela koko ikwangumba wobunkokheli. Unxibelelwano olululo lusisiseko sayo nayiphina indawo yokusebenza. Ungenelelo loqeqesho ngokuphatha nokusebenza nabantu, isicwangciso esisiso somsebenzi nolwazi oluphangaleleyo ngokuphatha nobunkokheli kunganceda ukusombulula le ngxaki.

Ngokunxulumene nolawulo lwendima edlalwa ngumsebenzi ngamnye, kumele ukuba kukho ukufuthelana okuthe gqolo phakathi komphathi nomsebenzi njengesandulela seentlanganiso ezilungiselelwe nguHR ukuze kungaqalwa ngqa ukufakana imilomo kuphinde kubuye kuthi cwaka.

Unxibelelwano

Ndizibonile iimeko apho imbambano zandiswe ngokusetyenziswa kwe-imeyile njengonxibelelwano. Abo banxibelelane ngale ndlela bakuchaza oku njengokuqhutywa ngumngqwenokudala irekhodi, ukucacisa gca nokuphepha incoko yobuso ngobuso. Umngcipheko ngowokuba ii-imeyile zingathunyelwa kubantu abaninzi abangenanto yakwenza nombala lo yaye zikwayintetho yasesidlangalaleni engabuya imngcungcuthekise umthumeli. Isilumkiso esifanayo siya kubasebenzisi besocial media njengoTweeter noFacebook nezinye iisayithi kuba sele ndidlulisele kwiOfisi zeDISCHO izicelo zolamlo lwangaphakathi kwiimbambano ezigqabhuke kwiisayithi zoxulumano loluntu amatyeli amaninzi.

Ukhethe phakathi keenkqubo ezisesikweni zangaphakathi nezingalandeli migomo yeyunivesithi

Abantu kufanele ukuba babanelungelo lokuhlola iindlela ezisesikweni zangaphakathi kwanezo zingakhokhelwa yimigomo yeyunivesithi nezizimeleyo ngokuzithandela. Iindwendwe ezininzi zichaze ukuba ziyatyhafa ukushicilela izikhalazo zazo kwinkqubo yezikhalazo yangaphakathi ngoloyiko lokuba bangathathwa njengabantu abadala uqhushululu nto leyi ingakhokhelela ekuphulukanele nemisebenzi yabo. Iindlela ezingezoze Yunivesithi nezingashicilelwanga ngaphakathi njengeOfisi yeOmbud akufanelanga zibonwe njengendlela elula yoku yokuphuma kwiingxaki ezinzima nezinobuzaza.

Imigaqo-nkqubo nezikhokhelo zayo

Imixholo eye yaxhaphaka neyoyamene nemigaqo nkqubo nezikhokhelo zayo ichaphazela oku:

- Ukwenziwa lula nocaciso lwemigaqo-nkqubo nokudityaniswa kwenkcazelo-mboniso apho kufanelekileyo.
- Uziniso nonciphiso apho kufanelekileyo.
- Ukwaziswa kwemigaqo-nkqubo engafane isetyenziswe nangona ikhona.
- Uqeqesho nohlaziyo lwabasebenzi kwimigaqo-nkqubo echaphazela imisebenzi abayenzayo.

- Ukukhuthaza ukungaguqu-guquki ekuthatheni isigqibo esisekelwe kwimigaqo-nkqubo ngamaxesha onke nokuvumela ingqiqo yalowo uthabatha isigqibo esiphumileyo kwiziqulatho xa kufanelekile.

Ekucazuleni iingxaki ezichaphazela icandelo le-HR ndiqaphele inani labantu abaphawula ngokusebenzisana kweHR nooManejala hayi nabasebenzi bonke. Le ndlela libonwa ngayo eli candelo lenza intsebenziswano nabantu iqhwalele njengoko kungekho kuthembana. Abantu basoloko beqondisa ukufihlakala kweencoko zabo no-HR nokuba ingaba iingcebiso ezivela ku-HR azilungiseleli abaphathi qha na. Isayithi yecandelo le-HR kwi intanethi iyibeka elubala indima yeli candelo kubasebenzi bonke yaye bangabona (uHR) kufanele kuqalwe kubo ngeengxaki zomsebenzi. Ndisoloko ndikwingxoxo rhoqo neHR ngokuba singasebenzisana njani ukuphucula amava abasebenzi e-UCT.

Inkxaso yeTrauma

Xa kukho isehlo esishiya uxheleko lwemiphefumlo, iyunivesithi yenza isibonelelo senkxaso kwiintsapho ezichaphazelekileyo nabanye abachaphazelekayo. Noxa kunjalo zikho iindwendwe ezivakalise inkxalabo malunga namandla eyunivesithi okunqanda izehlo ezinjalo. Iyunivesithi inoxanduva lokucinga ngeendlela zothintelo.

Abasebenzi ababonelela ngeenkonz (Outsourced Service Providers)

Ezi zikhalazo zilandelayo ziziswe kwiOmbud ngamaqela abasebenzi ababonelela ngeenkonz eyunivesithi. Ngamaxesha ohlukeneyo iOmbud ihlangane neemanejala zaba basebenzi ngemiba edla umzi. Ukuvuleleka kweOfisi yeOmbud kwaba basebenzi ngumaleko wokuqinisekisa ubulungisa kwindlela abaphathwa ngayo abasebenzi. Lo maleko awulingi thotyelo lwendlela yokuziphatha ekuvunyelwene ngayo nezi nkampani (code of conduct) kodwa unokusetyenziswa ukuqinisekisa ukungaguquguquki kwazo emendweni wayo (icode of conduct) kwaye nokubaluleke ngakumbi, yindlela yokuphucula iimeko zentsebenziswano. Ezi nkxalabo ziye zaxoxwa neSandla seSekela Tshansela (DVC) echaphazelekayo.

Imiba evela kwaba basebenzi igxile kwimiba yonxibelelwano phakathi komqeshi nomsebenzi neminye imiba yabasebenzi njenge ngxoxo nomanyano lwabasebenzi, iimeko zokuphangela, iiyure zomsebenzi nentlawulo, ucalucalulo, ikhefu, ukuxhotyiswa kwabasebenzi ngezakhono neengxaki zonxibelelwano.

Imisebenzi yeOfisi yeOmbud ngaphandle kokujongana neendwendwe

- IOmbud icele iiNkonzo zoKhubazeko ukuba ziqinisekise ufikeleleko lweOfisi yaye umsebenzi lo uyakube sele uqoshelisiwe ngoJanuwari.
- Igumbi langasese nekhithi elincinci lakhiwe ukufezekisa isithembiso semfihlelo nokhuseleko njengoko bekudala inkxalabo kwiindwendwe ukubonwa ngabamelwane (ebendikade ndisabelana nabo i-ofisi) bengenabephuma.
- Iincwadana nepowusta ezingeOfisi yeOmbud ziyiliwe, zaze zaxhonywa kwikhampasi iphela kuquka neendawo zokuhlala zabafundi.
- IBhunga lisiphumezile isikhokhelo somsebenzi weOfisi yeOmbud (terms of reference) kwaye ezi nkukacha zingafunyanwa kwiwebhusayithi.
- Ifomu yokwamkela iindwendwe ilungisiwe ukuququzelela ukuthatyathwa kwedatha, ukulandelela umba lowo nokwenza ingxelo kamva.
- I-Ombud indwendwele iibhodi ezininzi zefakhalthi, zonke ii-dean nabalawuli besigqeba solawulo, nezinye iikomiti ezininzi ezijongene neenguqu. Olu qhagamshelwano lumenze afikelele kubantu abangama-563.
- I-Ombud iceliwe licandelo leHR ukuba bahlale belumana iindlebe rhoqo kupicothwe imiba echaphazela uHR eziswa ngabantu kwiOmbud. Eli candelo lizama ukulungisa izinto phambi kokuba abantu bakhale.
- I-Ombud ibe ngusihlalo wenkomfa yonyaka ye-Purchasing Consortium (iPURCO) nebinesihloko esithi "Ukwenza unako nako ngokulandela izikhokhelo zogqweso". Inkomfa le ibihlangezwe ziiYunivesithi zaseNtshona Koloni.
- Njengalungu, I-Ombud ibiyinxalenye yenkomfa yoMbutho wabaLungelelanisi beZizwe (IOA) yaze yonyulwa kwiikomiti ezimbini kwezisixhenxe ze-IOA.
- I-Ombud ibikho kwinkomfa yoMbutho weZizwe woLawulo lweMbambano (International Association for Conflict Management).
- Kwiinzame zesisombululo esikhawulezayo, I-Ombud ihlangana noSekela-Tshansela inyanga nenyanga ze adibane nabanye abasemagunyeni xa kuyimfuneko.
- Iintlanganisano nemibutho yabasebenzi zibanjwa ngokwesicelo.

Kunyaka wokuqala, i-Ombud ibikhokhela yaye inxamnye nabalamli abaqeqeshiweyo beyunivesithi (Mediators) yaza yalamla kwinani leempikiswano. Lo ngumsebenzi aye wawunikela kwicandelo leDISCHO kwiTransformation Services Unit.

Imizekelo yezimvo zabasebenzise leOfisi

Ngelinye ixesha abantu baza kwiofisi yeOmbud emva kokuba bezame ngaphandle kwempumelelo ukuzisombululela iingxaki zabo. Ukuzimisela kweOfisi ekuphulaphuleni ngenyameko nokunceda ngemikhombandlela engalandelwa kube yinto abayincoma ngokungazenzisiyo abantu.

Olunye undwendwe lubhale lathi:

“Enkosi kakhulu ngoncedo olungenambaliso, ngenkathalo yakho nesikhokelo esivuselelayo undinike sona entlanganisweni namhlanje. Ndiyaqala ukudibana nomntu okhathala kangaka eUCT nonendlela embaxa yokujonga izinto. Ndivuseleleke kakhulu emva kwentlanganiso yethu”.

“Ndiyalincoma ilinge olenzileyo lokufumana u ..., nokubuya undifowunele kamva; oku kundichukumise kakhulu”.

“Enkosi ngoncedo lwakho nomsebenzi omhle kangaka nowenza umahluko omkhulu. Oku kube yinzuzo kwindlela endibona ngayo imeko yam kananjalo undinike ukuzithemba ukubheka phambili. Bendityhafa kakhulu emva ... kwaye namhlanje okokuqala ndiyancuma kwakhona”.

“Iofisi yakho ibonelela ngenkonzo ebalulekileyo eUCT nenefuthe lokuphucula ubunjani bobom beyunivesithi”.

“Kube lithuba elilodwa kum ukufumana isikhokhelo esivela kuwe”.

Isiphelo

Nayiphi na impumelelo ezuzwe yile Ofisi kulo nyaka udlulileyo ize ngenxa yentsebenziswano nabantu abaninzi ekhampasini nabaquka iziphathamandla nabantu ngabantu abaye bamamela baza bayixabisa inkqubo yokusombulula iingxaki ngendlela eyakhayo nenobulungisa. Ngabantu abakhetho ukusebenzisa iofisi yeOmbud ukusombulula iingxaki nezikhalazo zabo abanika intsingiselo kule ofisi. Kwabo ke ndibulela ngokungazenzisiyo.

¹ Rowe, Mary “What is it like to be an organizational ombudsman?.” *Perspectives on Work* 1.2 (1997): 60–63.

Inhoud

Boodskap van die Ombud	28
Inleiding	29
Hoe ons te werk gaan	30
Jaarlikse verslagdoening	31
Gevallelading	31
Tipes gevalle	31
Jaar onder oorsig	32
Klassifikasie van kwessies	32
Profiel van besoekers	34
Opmerkings en Aanbevelings	35
Gekontrakteerde diensverskaffers	37
Aktiwiteite van die Kantoor van die Ombud benewens die hantering van besoekers	37
Voorbeelde van terugvoer	38
Ten slotte	39



Boodskap van die Ombud

Dit is 'n voorreg om hierdie geleentheid te hê om die tweede jaarverslag van die Kantoor van die Ombud voor te lê. Die Universiteit van Kaapstad geniet die onderskeiding dat hy een van die eerste universiteite in Suid-Afrika is wat 'n Kantoor van die Ombud geskep het. Interpersoonlike en werkverwante konflik is 'n normale deel van menslike interaksie. As gevolg van hulle aard, struktuur en wese bied universiteite en akademiese omgewings vrugbare aarde vir meningsverskille, konflik, probleme en geskille. Meningsverskille kan tot kreatiewe uitkomst lei, maar dieselfde verskille kan ook ernstige kommunikasieprobleme en verlore geleenthede tot gevolg hê as die betrokke partye nie die vaardighede het om konflik op 'n konstruktiewe wyse te hanteer nie.

Die Universiteit van Kaapstad toon 'n uitsonderlike verbintenis tot werknemers, studente en andere wat bande met die universiteit het, deur erkenning te verleen aan die voordeel van die verskaffing van 'n neutrale en vertroulike hulpbron op die kampus waarheen hulle konflikte kan neem. Die instelling van die organisatoriese Ombudsfunksie is in ooreenstemming met die kernwaardes van die universiteit, wat daarop gemik is om 'n kampuskultuur van respek en inklusiwiteit te bevorder waarin daar op billike prosesse aangedring word.

Hierdie jaarverslag word voorgelê in die gees van deursigtigheid en oop kommunikasie van kwessies wat na die Kantoor van die Ombud gebring word, met behoud van die vertroulikheid van die individue wat my oor die afgelope 14 maande genader het in die vertroue dat ek hulle werkverwante kwessies onpartydig sal aanhoor.

Met eerbied voorgelê

ZETU MAKAMANDELA-MGUQULWA

Inleiding

Die Kantoor van die Ombud lewer informele geskilbeslegtingsdienste aan die universiteitsgemeenskap en dien as 'n plek waar alle lede van die universiteit op vertroulike wyse kwellings kan uitspreek, leiding kan soek, hulle opsies kan bespreek en ontwikkel, inligting oor beleid of prosedure kan kry of bloot 'n aangeleentheid met 'n objektiewe, neutrale party kan bespreek en van vertroulikheid verseker kan wees.

Wêreldwyd word talle verskillende modelle vir ombuds gebruik. Die modelle verskil aansienlik, afhangende van die spesifieke organisasie of gebruikersbasis wat hulle dien. Verder is daar variasies in benaderings binne elk van die oorheersende modelle. Die vernaamste tipes sluit in die klassieke ombud (wat sowel wetgewende as uitvoerende ombuds insluit) en die organisatoriese ombud.

Wetgewende ombuds: 'n Wetgewende ombud word deur die wetgewer as deel van die wetgewende vertakking ingestel om klagtes van die breë publiek of intern te ontvang en aandag te gee aan optrede of versuim om op te tree deur 'n staatsagentskap, amptenaar, openbare werknemer of kontrakteur.

Uitvoerende ombuds: 'n Uitvoerende ombud kan in die openbare of die private sektor wees en ontvang klagtes van die breë publiek of intern en gee aandag aan optrede of versuim om op te tree deur die entiteit, sy beamptes, werknemers en kontrakteurs.

Organisatoriese ombuds

Universiteitsombuds- en korporatiewe ombudsprogramme gebruik tipies 'n organisatoriese ombudskantoor om waardes en gedrag soos billikheid, onpartydigheid, regverdigheid, gelykheid van geleentheid en respek te bevorder. Volgens Rowe¹ het organisatoriese ombuds in wese ál die funksies van enige konflikbeslegtingspesialis, buiten dié om 'n formele feitvinder vir dissiplinêre doeleindes, 'n regter, 'n arbiter of 'n advokaat te wees. Hulle werk vir stelselverandering en die beslegting van individuele geskille.

Die Ombud ontvang op 'n vertroulikheidsgrondslag klagtes, kwellings of vrae oor beweerde dade, versuime, onbehoorlikheid en breër sistemiese probleme. Omdat geen twee situasies dieselfde is nie, word die Ombud se reaksie geskoei volgens die dinamika van die situasie en die besoeker se kwellings. Die Ombud luister basies na die besoeker, en sy kan informeel navraag doen of gevalle ondersoek, opsies vir beslegting aan die hand doen, verwysings na ander kantore doen, universiteitsprosedures en -beleide verduidelik, besoekers help om hulself te help, pendeldiplomasie beoefen en/of die beslegting van geskille onafhanklik en onpartydig en, indien moontlik, informeel fasiliteer.

Die Ombud staan die partye by 'n geskil by om oplossings te kry wat in ooreenstemming met die gestelde waardes en oogmerke van die Universiteit is. Die funksie van die Ombud is nie om die formele prosesse van die universiteitsgemeenskap te vervang nie, maar om addisionele hulp op 'n informele basis aan te bied aanvullend tot ander meer formele prosesse wat tot beskikking van die universiteitsgemeenskap is en is nie ter vervanging daarvan nie.

Die Ombud maak die vertroulike, onafhanklike, neutrale en informele aard van haar dienste bekend en verduidelik etiese standaarde vir elke besoeker. Waar administratiewe kwessies verder navorsing benodig, bevestig die Ombud met die besoeker of hul naam bekend gemaak kan word, voordat die proses voortgaan.

Die Kantoor van die Ombud is ook daarvoor verantwoordelik om inligting oor die rol van die universiteitsombud reëlmatig aan die universiteitsgemeenskap te verskaf.

Die Ombud dien ook as 'n bron van informele terugvoer en aanbevelings vir die universiteitsbestuur ten opsigte van institusionele verbetering en verandering. As 'n vroeë waarskuwingstelsel, deur hierdie verslag asook deur vergaderings met verskeie belanghebbendes, bied die Ombud terugvoer oor tendense en patrone wat op konflik dui of aandag moet kry. Die identifisering van tendense en patrone geskied op so 'n wyse dat die vertroulikheid en identiteit van besoekers beskerm word tensy die besoeker uitdruklik toestemming gegee het.

Hoe ons te werk gaan

Die Ombud gaan te werk in ooreenstemming met die Internasionale Ombudsvereniging (IOV) se Praktykstandaarde en Etiese Kode. Hierdie standaarde is beskikbaar by <http://ombudsassociation.org>. Die Ombud is 'n lid van die IOV en woon periodieke opleiding en die jaarlikse konferensie by. Die sleutelemente van hierdie standaarde en kode is:

Onafhanklikheid

Om objektiwiteit te verseker, werk die kantoor onafhanklik van universiteitsentiteite en doen verslag aan die raad en nie aan die universiteit se hoofbestuur nie.

Neutraliteit

Die Ombud bly onverbonde en onpartydig. Die rol van die Ombud is om feite en belange te oorweeg in die soeke na 'n billike oplossing.

Vertroulikheid

Alle gesprekke, kontakte en inligting wat met die Ombud gedeel word, bly vertroulik en word nie sonder die toestemming van die betrokke partye openbaar gemaak nie. Uitsonderings

word gemaak net wanneer openbaarmaking nodig is om te voorkom dat iemand ernstig benadeel word, by voorbeeld fisies aangerand word.

Informaliteit

Konsultasies geskied op informele basis, dus sal die Ombud vir geen formele verrigtinge as 'n getuie optree of getuienis lewer nie. Hoewel die proses informeel is, behou individue wat van die Ombud se dienste gebruik maak, hulle regte op alle formele prosedures wat gewoonlik tot hulle beskikking is.

Jaarlikse verslagdoening

Die Kantoor van die Ombud lewer elke jaar 'n jaarverslag. Hierdie verslag dek die tydperk van 1 September 2011 tot 30 Oktober 2012. Die verslag bevat statistiese data oor die aantal gevalle wat deur die Ombud hanteer is en prosedurele of beleidskwessies wat in die loop van die hantering van die gevalle ontstaan het. Die data fasiliteer die werk van die Ombud met betrekking tot waar die fokus van uitreiking in die toekoms behoort te wees, die identifisering van tendense en die verskaffing van inligting aan die universiteitsbestuur in die vorm van saamgestelde sistemiese terugvoer.

By 'n bespreking van die profiel van kwessies wat hieronder beskryf word, moet daar in gedagte gehou word dat die data in hierdie verslag selfgeselekteerde individue weerspieël wat self besluit het om die kantoor te besoek, en nie 'n ewekansige en onpartydige opname nie. Uit die aard van die saak is dit onwaarskynlik dat die Kantoor van die Ombud sal hoor van aspekte van die universiteit wat goed werk. Hoewel die gevalle wat na die Ombud kom, nie ewekansig is nie, gee die aspekte wat in herhaalde gevalle opduik, dus 'n aanduiding van gebiede wat moontlik verder ondersoek moet word om vas te stel of dit algemene aandag verdien.

Gevallelading

Vir die doel van verslagdoening word 'n "geval" gedefinieer as 'n nuwe of herhalende kwessie wat onder die Ombud se aandag gebring word deur een of meer individue wat bystand soek. 'n Geval kan wissel van 'n enkele informele besoek tot 'n hoogs komplekse en ingewikkelde ingryping wat verskeie vergaderings met verskeie partye, komplekse kwessies, regstreekse ingryping en heelwat tyd vereis.

Tipes gevalle

Hierdie verslag sluit 'n telling in van die aantal mense wat oor die verslagtydperk met die Kantoor van die Ombud kontak gemaak het. Hierdie telling sluit nie ander mense in met

wie as respondente kontak gemaak is met die toestemming van die inisieerder nie. Hierdie mense is byvoorbeeld maandelik gekontak om tersaaklike inligting rakende die onderhawige kwessie in te win.

Nie al die mense wat na die Ombud kom, het 'n saak wat beslegting vereis nie. Party soek inligting en/of bystand om 'n kwessie met 'n onpartydige persoon "te deurdink".

Gedurende die 14 maande wat deur hierdie verslag gedek word, het die Ombud:

- 260 gevalle hanteer, wat altesaam 441 inisiërende individue en kontak met nog 563 individue behels het;
- inligting verstrek aan 181 individue (of groepe individue) wat sodanige inligting wou hê.

Jaar onder oorsig

In die verslagtydperk het 441 mense die Kantoor van die Ombud besoek. Dit is vyf keer meer as gedurende die tydperk van vyf maande wat deur die 2011-verslag gedek word, waarin 85 mense te woord gestaan is. Daar is talle maandelike redes vir hierdie skerp styging. Dit sluit in:

- Die 2011-verslag het net meer as vyf maande gedek en hierdie verslag dek 14 maande.
- Die kantoor was in die vroeë tydperk betreklik onbekend vergeleke met 2012, waar moeite gedoen is om die kantoor te bemark deur verskeie forums en media te gebruik.
- 'n Toename in die aantal gevalle kan ook beteken dat daar toenemende vertroue in die Kantoor van die Ombud is, omdat sommige besoekers op mondelinge aanbeveling van ander persone kom.
- Die universiteitsgemeenskap maak gebruik van benaderings tot hulle beskikking om hulle geskille vriendskaplik te besleg.

Klassifikasie van kwessies

Die Kantoor van die Ombud gebruik die klassifikasiesstelsel wat deur die IOV ontwikkel is om die redes te beskryf hoekom besoekers met die kantoor in verbinding tree. Hierdie stelsel sluit nege breë kategorieë en sowat 85 subkategorieë in.

Die kwessies wat onder die Ombud se aandag gebring word, handel hoofsaaklik oor konflikte en meningsverskille. Gevolglik is daar onvermydelik dikwels meer as een interpretasie van die omstandighede wat tot 'n besoek aan die Ombud lei. In die bespreking hieronder van die gevalle wat in elk van die verskillende kategorieë voor die Ombud gekom het, weerspieël die beskrywing van die kwessies die ondervinding van die besoeker. As 'n onafhanklike neutrale party is dit nie my verantwoordelikheid om vas te stel wie reg of verkeerd is nie. My besoekers en respondente word dikwels gerusgestel deur die wete dat daar in my kantoor geen blaam of oordeel is nie.

IOV-kwessieskategorie	Totale getal kwellings
Vergoeding en Voordele: Vrae, kwellings, kwessies of navrae oor voordele en voordeelprogramme	53
Evaluatiewe verhoudings: Vrae, kwellings, kwessies of navrae wat ontstaan tussen mense in evaluatiewe verhoudings (soos toesighouer-werknemer, personeel-student)	196
Portuur- en Kollegaverhoudings: Vrae, kwellings, kwessies of navrae rakende portuur of kollegas wat nie 'n toesighouer-werknemer- of student-dosent-verhouding het nie (byvoorbeeld twee personelede in dieselfde departement of konflik tussen lede van 'n studenteorganisasie)	60
Loopbaanvordering en Ontwikkeling: 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).	60
Wetlike, Regulerings-, Finansiële en Nakomingskwessies: Vrae, kwellings, kwessies of navrae wat 'n regsrisiko (finansiële, sanksie, ens) vir die organisasie of sy lede kan skep as dit nie hanteer word nie, insluitende kwessies rakende vermorsing, bedrog of misbruik.	49
Veiligheid, Gesondheid en Fisiese Omgewing: Vrae, kwellings, kwessies of navrae oor veiligheids-, gesondheids- en infrastruktuurverwante kwessies.	48
Dienste/Administratiewe kwessies: Vrae, kwellings, kwessies of navrae oor dienste of administratiewe kantore, insluitende van eksterne partye.	33
Organisatories, Strategies en Missieverwant: Vrae, kwellings, kwessies of navrae wat verband hou met die geheel of 'n deel van 'n organisasie.	72
Waardes, Etiek en Standaarde: Vrae, kwellings, kwessies of 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.	71
Totale getal kwessies	642

Tabel 1. IOV: getal gevalle volgens standaard-verslagdoenkategorieë

Die totale aantal kwessies wat in die tabel hieronder verskyn – 642 – is groter as die getal gevalle (441) omdat baie gevalle verskeie kwessies behels en dus in meer as een kategorie geklassifiseer word.

Dertig van die 441 besoekers was gekontrakteerde personeellede, maar hulle kwellings is nie deel van die 642 kwessies nie. Hulle word hieronder afsonderlik bespreek.

Die data dui daarop dat die Kantoor van die Ombud goed benut word deur lede van die universiteitsgemeenskap. Daar dien egter daarop gelet te word dat daar minder besoekers van ander kampusse as Rondebosch is. Die rede daarvoor kan wees dat reisafstande 'n uitdaging bied.

Die volgende paragrawe bevat 'n opsomming van die kwessies wat in elk van die IOV-kategorieë vermeld is.

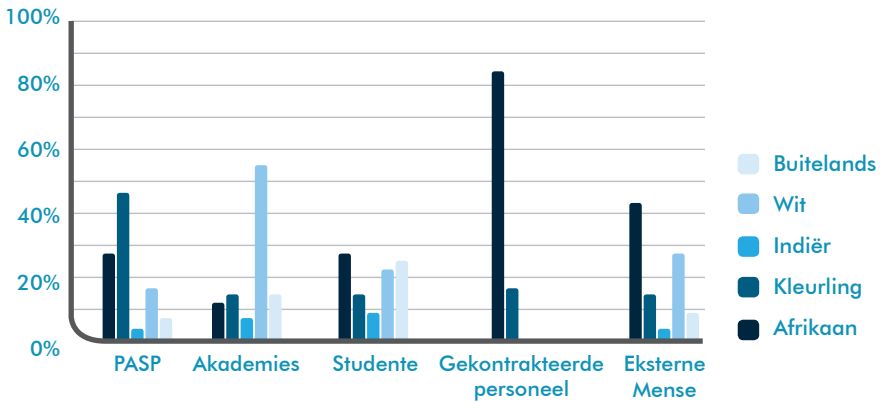
- a. Vergoeding en voordele (*toename van 1 persentasiepunt bo 2011*)
- b. Evaluatiewe Verhoudings (*toename van 14 persentasiepunte bo 2011*)
- c. Portuur- en Kollegaverhoudings (*afname van 11 persentasiepunte teenoor 2011*)
- d. Loopbaanvordering en ontwikkeling (*dieselfde as in 2011 op 9%*)
- e. Wetlike, Regulerings-, Finansiële en Nakomingskwessies (*dieselfde as in 2011 op 8%*)
- f. Veiligheid, Gesondheid en Fisiese Omgewing (*toename van 1 persentasiepunt bo 2011*)
- g. Dienste/Administratiewe kwessies (*afname van 5 persentasiepunte teenoor 2011*)
- h. Organisasories, Strategies en Missieverwant (*toename van 1 persentasiepunt bo 2011*)
- i. Waardes, Etiek en Standaarde (*toename van 1 persentasiepunt bo 2011*)

Profiel van besoekers

Ooreenkomstig die standaard Suid-Afrikaanse klassifikasie van “bevolkingsgroepe” was daar min of meer gelyke getalle Afrikaan-, kleurling- en wit besoekers (elk 29–30% van die totaal), met 'n kleiner aantal internasionale en Indiërbesoekers.

Wat universiteitsgroepeerings betref, het professionele, administratiewe en steunpersoneel (PASP) 40% van die totale aantal besoekers uitgemaak, en nog 22% besoekers was akademiese personeel, 17% eksterne mense, 15% studente en 7% personeel van diensverskaffers.

(Met “eksterne” word bedoel afgetrede personeellede, UK-alumni, ouers, gades van personeel, lede van die publiek of potensieële studente, en mense wat die universiteit besoek.) Die patroon wat deur die aantal PASP-besoekers en die akademiese personeel geskep word, is 'n goeie weerspieëling van die verhouding tussen PASP en fakulteitpersoneel in diens van UK.



Tabel 2. Besoekersprofiel

Tabel 2 toon dat Afrikaan-besoekers die grootste enkele groepering onder die studente, gekontrakteerde personeel van diensverskaffers en eksterne besoekers was, terwyl kleurlinge die meeste was onder PASP en wit mense onder akademië.

Die bykomende 563 mense wat as “ander deelnemers” gekontak is, is gekontak met toestemming van die besoeker, óf omdat hulle op die een of ander manier by die konflik betrokke was, óf om inligting oor beleid of prosedures in te win wat die inisieerder sou help. Party van diegene wat op hierdie wyse gekontak is, het in effek ’n netwerk gevorm wat later mense na ons kantoor verwys het of self van die kantoor gebruik gemaak het.

Opmerkings en Aanbevelings

Die volgende opmerkings en aanbevelings spruit voort uit die kwellings wat deur besoekers geopper is.

Terugvoer oor toesighouding en verhoudings

Almal geniet dit om goeie nuus en lof oor te dra. Die oordra van slegte nuus soos die behoefte aan werknemerdissipline of niebekragtiging van ’n aanstelling na die proeftydperk bied egter onwelkome uitdagings vir die meeste bestuurders. Ek het van bestuurders gehoor dat hulle onseker is oor die beste manier om terugvoer te gee aan kollegas wat defensief of woedend kan reageer. Ek het ook gehoor van personeel wat voel dat hulle onbehoorlik of onbillik gekritiseer is.

Dit is nie net ’n bestuursdilemma nie maar ook ’n leierskapskwessie. Doeltreffende kommunikasie is die grondslag van die werkplek. Opleiding en vooruitbeplanning is nuttig. Begrip van die groter prentjie en die bestuursrol, opleidingsgrypings en beplanning kan hierdie probleem help oplos.

Vir prestasiebestuur moet deurlopende terugvoer buite die gestelde beoordelingsstye gegee word as 'n voorloper vir die gestruktureerde vergaderings.

Kommunikasie

Ek het situasies gesien waar konflik toegeneem het deur die gebruik van e-pos in kommunikasie. Diegene wat op hierdie wyse kommunikeer, verduidelik dat hulle optrede gemotiveer is deur die begeerte om 'n rekord te skep, om duidelik te wees en om persoon-tot-persoon-gesprekvoering te vermy. Die risiko is dat e-posboodskappe aan baie ander onbedoelde ontvangers gestuur kan word en openbare rekords is wat die afsender in die hakskeen kan byt. Dieselfde geld vir sosiale media, want ek het al bemiddelingsverwysings na DISCHO gedoen vir konflikte wat op sosialemedia-webblaai uitgebars het.

Formele en Informele Prosesse

Mense moet die reg hê om na goeie sake sowel formele as informele benaderings te volg. Verskeie besoekers het gesê hulle word ontmoedig om 'n grief te opper omdat hulle nie as "moeilike makers" beskou wil word of selfs hulle werk wil verloor deur dit te doen nie. Informele roetes soos die Ombud moet nie as 'n maklike uitweg uit komplekse probleme voorgelê word nie.

Beleide en Prosedures

Algemene temas wat na vore kom ten opsigte van beleide en prosedures, is die behoefte aan:

- Vereenvoudiging van beleide en die invoeging van vloeiagramme waar moontlik
- Konsolidasie en verkorting waar moontlik
- Bekendmaking van dormante beleide
- Opleiding en voorligting vir administratiewe personeel oor beleide en prosedure wat op hulle rolle van toepassing is
- Aanmoediging van konsekwentheid by besluitneming, selfs waar daar 'n mate van diskresie betrokke is.

Ten opsigte van beleide en prosedures rakende mensehulpbronne by die beslegting van 'n aantal kwellings wat na my kantoor gekom het, het ek by sommige besoekers die indruk gekry dat die afdeling Mensehulpbronne (MH) die bestuur steun pleks van alle personeel. Wat personeel by MH kan kry, word hierdeur beperk. Ek word dikwels gevra of 'n werknemersgesprek met MH vertroulik sal wees en of die daaropvolgende advies die belange van sowel die werknemer as die bestuurder of personeel en universiteit in ag sal neem. Die MH-webblad is baie duidelik oor die rol van MH, en hulle moet die eerste mense wees met wie geskakel moet word, veral vir bedryfsaangeleenthede. Ek voer deurlopende gespreke met MH oor hoe ons kan saamwerk om personeelondervindings by UK te verbeter.

Traumasteun

Hoewel steun steeds aan geaffekteerde gesinne verleen word en posttraumatiese steun aan die kampusgemeenskap beskikbaar gestel word wanneer nodig, het besoekers besorgdheid uitgespreek oor die universiteit se vermoë om traumatiese voorvalle soos dood as gevolg van onnatuurlike oorsake en algemene benadeling te voorkom. Die universiteit moet dit dalk oorweeg om beste praktyk oor voorkomingsmeganismes in te stel.

Gekontrakteerde diensverskaffers

Klagtes in hierdie verband is onder die Ombud se aandag gebring deur groepe werknemers van verskeie diensverskaffersmaatskappye. Die Ombud het op verskillende tye met sommige diensverskaffersbestuurders vergader oor die kwessies wat geopper is. Die Ombud se beskikbaarheid vir word gekontrakteerde werkers kan beskou word as nog 'n manier om billikheid by die behandeling van personeel te verseker. Hierdie toegang moniteer nie nakoming van die kode nie maar kan gebruik word om konsekwentheid by verslagdoening te verseker en, baie belangrik, om as terugvoermeganisme vir selfverbetering te dien. Hierdie kwellings is met die betrokke uitvoerende direkteur van die universiteit bespreek.

Kwessies van diensverskaffers se werknemers het veral betrekking gehad op nywerheidsverhoudinge en algemene mensehulpbronbestuurspraktyk, bv kollektiewe bedinging, werkomstandighede, werkure en betaling, diskriminasie, verlof, personeelbemaatiging en kommunikasieprobleme.

Aktiwiteite van die Kantoor van die Ombud benewens die hantering van besoekers

- Die Ombud het Gestremdeheidsdienste versoek om die toeganklikheid van die kantoor te verbeter. Die ingang tot die Ombud se kantoor is in Januarie paslik verander.
- 'n Toiletfasiliteit en 'n kombuisie is gebou na aanleiding van besoekers se vrese dat hulle deur bure (met wie ek voorheen kantoorruimte gedeel het) gesien kan word.
- Brosjures en plakkaat oor die Kantoor van die Ombud is ontwerp, geproduseer en orals op die kampus aangebring, ook in koshuise.
- Die raad het die opdrag vir die Ombud goedgekeur, en dit kan op die webblad gekry word.
- 'n Besoekersvorm is opgestel om die vaslegging van data, die nasporing van kwessies en verslagdoening te fasiliteer.
- Die Ombud het verskeie fakulteitsrade, alle dekanes en uitvoerende direkteure en verskeie transformasiekomitees besoek. Sy het ook geselekteerde uitnodigings van departemente en skole dwarsdeur die universiteit aanvaar, met altesaam 563 kontakte.
- Die Ombud is deur MH versoek om gereeld met hulle gesprek te voer oor aangeleenthede waarvoor mense na die Ombud kom, ten einde te kyk na proaktiewe meganismes en leemtes wat aandag moet kry.

- Die Ombud het as voorsitter opgetree op 'n jaarlikse Purchasing Consortium (PURCO)-konferensie oor die ontsluiting van waarde deur beste praktyk, wat deur die Wes-Kaapse universiteite aangebied is.
- Die Ombud het 'n konferensie van die Internasionale Ombudsvereniging bygewoon en is gekies om in twee van die vereniging se sewe dienskomitees te dien.
- Die Ombud het 'n konferensie van die Internasionale Vereniging vir Konflikbestuur bygewoon.
- Die Ombud vergader op 'n maandelikse basis met die visekanselier om terugvoer te gee en vergader met ander lede van die senior bestuur wanneer nodig.
- Vergaderings met die vakbonde word op versoek gehou.

In die eerste jaar het die Ombud in verskeie geskille bemiddel. Die Ombud het bemiddeling nou aan die Transformasiedienseenheid teruggegee.

Voorbeelde van terugvoer

Mense kom soms na die Kantoor van die Ombud nadat hulle sonder sukses probeer het om die probleem op te los die naaste aan waar dit ontstaan het. Die kantoor se gewilligheid om aandagtig te luister en te help om opsies duidelik te maak, is dikwels opreg waardeer.

Die volgende is voorbeelde van terugvoer wat van besoekers ontvang is:

“Baie dankie vir die uitstekende bystand, sorg en inspirerende leiding wat u vandag op die vergadering gegee het. Dit is die eerste keer dat ek iemand by UK teenkom wat soveel omgee en die visie het om die breër kwessies te sien. Na die vergadering is ek nou baie gemotiveerd”.

“Ek het ook waardering vir die moeite wat u gedoen het om ... in die hande te kry, en ook vir die opvolgoproep na my; dit het my diep geraak”.

“Dankie vir die uitstekende bystand wat u lewer; u het 'n groot positiewe verskil gemaak in my siening van die situasie en het my ook die selfvertroue gegee om voort te gaan. Na ... was ek baie mismooedig, maar vandag kon ek vir die eerste keer weer glimlag”.

“U kantoor lewer 'n noodsaaklike diens aan UK en help om die klimaat te verbeter”.

“Dit was 'n voorreg om leiding van u te kry”.

Ten slotte

Die sukses wat die afgelope jaar deur die Kantoor van die Ombud behaal is, kan toegeskryf word aan die samewerking en ondersteuning van baie mense dwarsoor die kampus, insluitende die universiteit se leierskorps en departemente wat gewillig was om te luister na verskeie aangeleenthede wat onder hulle aandag gebring is en hulle verbintenis bewys het om 'n billike en regverdige oplossing vir die onderhawige kwessies te kry. Mense wat besluit om die Kantoor van die Ombud te gebruik om hulle klagtes te besleg, gee betekenis aan die kantoor, en ek is opreg dankbaar teenoor hulle.

¹ Rowe, Mary. "What is it like to be an organizational ombudsman?" *Perspectives on Work* 1.2 (1997): 60-63.



Notes

A series of horizontal dashed lines spanning the width of the page, intended for handwritten notes.

OFFICE OF THE OMBUD
3–4 Lovers Walk
Lower Campus
University of Cape Town
Rondebosch
7701
Tel 021 650 3665/4805
Email: ombud@uct.ac.za
Website: www.ombud.uct.ac.za

The office of the OMBUD is Informal, Confidential, Independent and Impartial.