

INCLUSIVITY STRATEGY WORKING GROUP

The Academics Union representative on the Inclusivity Strategy Working Group is Professor Collett Dandara.

THE APPROACH TO POST SURVEY ACTIONS

The framework approach to be adopted for post survey actions is the one that focuses on addressing what is not working and highlights what is working.

Organisations that do find success in implementing and driving change based on employee feedback identify four key points of differentiation:

Focus on one opportunity at a time: Identifying a single activity at a time to focus on, which makes it easier to achieve alignment in effort, this has a significant visibility of impact when coupled with clearer communication.

Share and collaborate: Sharing results with employees and involving them in co-creation of ideas encourages refinement of potential actions, that leads to a greater employee commitment to an action plan.

Maintain momentum: Developing lightweight action plan ensures that teams move quickly from results to action in absence of bureaucratic processes.

Track and communicate progress: Arranging engagement where accomplishments are shared openly to an employee forum where progress can be tracked to ascertain whether the original feedback was captured and addressed.

Navigating from the survey result can be a challenging exercise but this is the perfect opportunity to re-engage employees.

Taking a more collaborative approach to acting on results by involving employees in the root cause analysis and generating ideas creates a sense of ownership, enables creativity, develops trust, and builds upon momentum gained when sharing results.

2. GOVERNANCE FRAMEWORK Inclusivity Strategy Advisory Group (ISAG)

An Inclusivity Strategy Advisory Group (ISAG) is proposed to lead the governance of the implementation phase, to ensure the Project is planned, executed, managed, and reported on in a consistent & effective manner, as per UCT's Project Framework Principles (Time, Cost & Quality).

The primary role of the ISAG is to:

- a) Initiate the project as approved by Executive Leadership.
- b) Oversee the overall project.
- c) Make governance decisions affecting project execution.
- d) Approve project deliverables.
- e) Monitor project timelines and deliverables in accordance with the defined requirements.
- f) Oversee project execution in accordance with UCT compliance requirements.

- g) Oversee the work of any sub-committee constituted by it as deemed necessary, and
- h) Provide feedback to the University Executive on the project.

ISAG Composition

The ISAG composition includes senior members leading the strategy, representatives of the University who have specialised knowledge of the project subject matter, as well as representative stakeholders directly impacted by the outcomes.

Standing Members

1. DVC: Transformation:
2. Chief Operating Officer: Dr Reno Morar (Co-Chair)
3. Employee Body Representatives (All union representatives)
4. Expert Advisors (Proposed academics to be updated after confirmation of final members)

Assessor Members

1. Director: Office for Inclusivity and Change, Dr Sianne Alves UCT Inclusivity Strategy July 2020 6
2. HR Director: Organisational Development and Effectiveness (OD&E), Bongani Ndaba

Inclusivity Strategy Working Group (ISWG)

An Inclusivity Strategy Working Group (ISWG) is also proposed to lead and deal with the implementation, project planning, project monitoring, resource allocation as per UCT's Project Framework Principles (Time, Cost & Quality).

The ISWG shall report to the ISAG on its progress and maintaining delivery mandates:

Standing Members

1. Director: Office for Inclusivity and Change, Dr Sianne Alves (Co-Chair)
2. HR Director: Organisational Development and Effectiveness (OD&E), Bongani Ndaba (Co-Chair)
3. HR Organisational Development and Effectiveness Representatives
4. OIC Representatives
5. Communications and Marketing Representative
6. Employee Body Representatives
7. DSA Representative
8. Student Representative
9. Subject Matter Experts (SME) including operational level leads (Student Wellness Psych experts, together with OD and L&D expert knowledge (Upon Appointment) that reports to the experts who sit on the ISAG – to be updated after confirmation of final members.

Subject Matter Experts (SME) A team of external subject matter experts (SME), consisting of Anti-oppression practitioners, Organisational Development and Learning and Development specialists,

are appointed for the life of the project to develop and facilitate necessary programs by performing the following functions:

- a) Provide expert support to all Faculty/PASS Departments as required.
- b) Identify University-wide initiatives, addressing common themes.
- c) Area-specific initiatives based on Faculty/PASS Department-specific themes.
- d) Diagnose certain area of data feedback to obtain a deeper understanding of issues.
- and e) Report to the ISWG on its work operations and progress established.

SMEs are expected to work cohesively adopting one epistemological lens whilst employing a multi-disciplinary approach to cultivate new organizational approaches, processes, and relationships within the institution to reduce power disparities, racism, and trauma. The number of experts shall be determined by the ISWG and approved by the ISAG.