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**NATIONAL TERTIARY
EDUCATION UNION**

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NTEU TRANSFORMATION PLAN 2012 - 2016

Recognising that an integrative plan for the transformation of the Union and the Higher Education sector in which our membership works the National Executive Committee submits this document for the attention of the Branches and towards the achievement of the NTEU's national strategic goals

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1. PREAMBLE

The Institutions of Higher Learning are presented with an opportunity to achieve their full potential if their systems reflect and strength the values of democracy. The transformation trajectory is therefore needed to map and steer the development of a single and integrated national system of higher education. The Higher Education Ministry has proven its commitment in fundamental policy implementation by instructing Institutions of Higher Learning to draw up and submit their Transformation Plans.

The Former Minister Naledi Pando's intervention of having sent the following Parliamentary Portfolio Committees to Tertiary Institutions was a confirmation of the seriousness with which Transformation is being taken at that level:

- Parliamentary Portfolio Committee on Education in 2008/9
- Ministerial Committee on Transformation and Social Cohesion and Elimination of Discrimination in Public Higher Education in 2008

The Departments interventions such as these are an affirmation of commitment to Transformation. Therefore, it makes sense that **NTEU** as a National Union in the Higher Education Sector needs to respond in a relevant manner to this need.

2. DEFINING TRANSFORMATION AND ITS RELEVANCE TO A TRANSFORMATION PLAN

NTEU National President Prof N Kemp explains the meaning of transformation to **NTEU** as a national union in the following manner;

“Transformation means change in order to meet new challenges and circumstances with a view to improving the way things are done and correcting things that need to be corrected so that the union functions better. It is constant renewal and reinventing the way things are done to meet the challenge of continuous service improvement for members in the union's case. In so far as membership is diverse, it places an onus on the union to ensure that part of the change and improvement is to better manage the demands that diversity places on the union”.

The Deputy Vice-Chancellor Governance and Operations at Vaal University of Technology Prof Gordon Zide explained the essence of transformation at the Transformation Workshop in 2008 in the following way;

“**Transformation is an on-going process** and not an event. It is a journey of a lifetime and a journey **that requires us to speak the same language of respect, self-respect, tolerance, diversity, equity and fairness**. Transformation is the bed-rock of social engagement, social cohesion, public discourse, agreeing to disagree but not to loose focus of who we are as a Nation and as a people of the African Continent, imbued with the spirit of Ubuntu/Botho/Humanness. **Transformation is about laying to rest the ghosts of the past which had plagued South Africa for too long and such ghosts are Racism, Discrimination, Ethnicity, Tribalism, Intolerance, Sexism, Superiority Complex, Being Judgemental, Corporate Bullying and regarding one's own views as being superior than those of the other people**. Transformation is about bringing radical changes to current structural systems for the betterment of an Institution and thereby building and promoting a culture of mutual respect, trust, co-operation,

tolerance and humanness. Transformation is also about the promotion of moral, ethical values and enhancement of moral regeneration”.

An Integrated Transformation Plan will attempt to find a strategic direction of **NTEU's** Transformation Trajectory within the context of the above definitions.

The following explanations will give significance to an Integrated Transformation Plan which in a sense highlights the centrality of a substantial transformation agenda:

2.1. Dictionary Sense

Transformation refers to a complete and fundamental change which radically affects the nature of something, **especially for the better**.

2.2. Sociological Sense

- Transformation influences the behavioural patterns of Society
- Barack Obama’s election slogan “Yes We Can!”
- 2010 Soccer World Cup tournament

2.3. Legal Sense

- The Bill of Rights (Chapter 2 of The South African Constitution) is a cornerstone of democracy in South Africa
- The Bill of Rights enshrines the rights of all people in our country and affirms the democratic values of human dignity, equality and freedom

2.4. Academic Transformation

- Institutions to provide a curriculum that is responsive to societal needs
- Ensuring that Institutions produce Entrepreneurs and not job seekers
- Promoting access of Higher Education
- Facilitating a Lecture/Student Learning approach by promoting public discourse and intellectual engagement
- Ensuring employee development, empowerment and academic freedom

2.5. Political Transformation

- Transferring of political power from white minority to be shared with black majority
“Our struggle was for the transformation of a political, social and economic order that will ensure a better life for all our people” Tsediso Thipenyane, addressing the BMF Conference in 2008.

2.6. Religious Transformation

- Promoting sound ethical behaviours all the time and being driven by one’s own religious background
- Accepting all religious faiths as equal and therefore all Human Beings are equal

3. NTEU's TRANSFORMATION CHARTER

NTEU is an organization that is committed to transformation in all its dimensions and this commitment will be given expression by:

- Recognising the changing nature of society, embracing change and moving with the times

- Embarking on an active programme to redress the imbalances caused by the legacy of the past through developmental programmes
- Striving to have a membership profile that reflects the demographics of society.
- To guide our transformation process to new heights wherein members are participants in all structures
- Supporting BEE as an avenue for uplifting those who suffered and still suffer from economic disadvantage
- Abiding by all legislation that impact on transformation such as the Employment Equity Act, the Skills Development and similar Acts
- Including transformation as a strategic priority in our strategic plan
- Holding regular workshops to interrogate the transformation trajectory we wish to achieve and to devise plans therefore
- Respecting the rule of law and due process in implementing transformation
- Being sensitive to the impact of transformation on certain people to help them cope with change
- Not unfairly discriminating against anyone in implementing transformation.
- Upholding the principle of fairness
- Adhering to this charter and giving effect thereto

4. THE SIGNIFICANCE OF AN INTERGRATED TRANSFORMATION PLAN

The existence of an Integrated Transformation Plan is an expression of commitment by **NTEU** towards its transformation as a union, at the same time aligning its transformation agenda with the broader National Transformation goals of Government but paying particular attention to those that drive the transformation imperatives of Higher Education.

The concept of Transformation in Higher Education has been a popular word for the past seventeen years more so to those who wanted to be seen as politically correct and progressive. It is even real at Institutions of Higher Learning and various Forums operating within them whereby they express their commitment to transformation and yet in some of them there is no existence of a transformation plan to advocate, co-ordinate, facilitate and drive all transformation initiatives and projects. Such initiatives would therefore not be driven in a vacuum there would have to be palpable plans in place which would assist and support not only the NEC but also the BEC at their respective institutions to achieve realistic transformative goals.

The mere fact that there is such keen interest on transformation due to challenges that **NTEU** is faced with, e.g. The union is perceived by many who fall in the designated groups to be a white union that has not transformed and other unions use that as a marketing tool to recruit members from the designated groups, it is an admission that something is drastically wrong within our system and the same needs a systematic and structural change.

5. OBJECTIVES OF THE INTERGRATED TRANSFORMATION PLAN

The strategic objectives of **NTEU's** Integrated Transformation Plan are as follows:

- a) To advocate, promote, co-ordinate, facilitate and drive all transformation initiatives at both national and branch level

- b) To sensitize all members and stakeholders on what **NTEU's** strategic Transformation initiatives are
- c) To create a platform for continuous robust discussions and engagement on all transformatory processes
- d) To give a Union representation of Union Transformation practises, systems and processes
- e) Through the Office Bearer Transformation (NEC) and Chairpersons (Branches) to monitor, advice and facilitate the implementation of all union transformatory processes

6. **NTEU's TRANSFORMATION CHALLENGES TO BE ADDRESSED BY THE PLAN**

6.1. *Capacity Building*

- **NTEU** needs to empower more members because too much responsibility is vested in few key union members
- It is imperative that **NTEU** embrace the culture of fairness in recognising and embracing talents and energies that contribute positively to the Union irrespective of gender, race or creed
- Succession planning is of great importance to sustain the union

6.2. *Recruitment*

NTEU is perceived as a “white” union due to its history, though the number of members from designated groups who have joined the union is increasing, they are still not well represented especially in leadership positions. Therefore, **NTEU** needs a good marketing strategy that will not only recruit members but also educate prospective members about what it stands for as a union.

6.3. *Participation of members*

In most Institutions members rarely engage its leadership and participate less in union activities, hence the need for innovative approach to engage members.

6.4. *Funding for Transformation*

There has to be ways of sourcing funding to support transformation projects and initiatives.

6.5. *Commitment and Accountability*

All structures, systems and processes need to be in alignment with the Union's strategic goals and objectives. Hence transformation of structures, values and culture of governance is a necessity, not an option for both our union and Institutions where it operates. Therefore, ensuring that Transformation as herewith advanced meets the statutory as well as constitutional obligations and parameters.

6.6. *Monitoring and Evaluation*

Putting transformation, monitoring and evaluation mechanisms in place so as to promote intervention strategies.

6.7. *Transformation of the Curriculum*

Making certain that transformation of the curriculum as a strategic intervention towards social responsiveness receives top priority in all Institutions of Higher Learning where **NTEU** is represented.

6.8. Services

NTEU needs to constantly find innovative ways of improving the quality and accessibility of its services to members to be the leading and union of choice in the Higher Education sector.

6.9. Public Relations

Ensuring that **NTEU** is in contact with various external stakeholders, participate in various forums within the Sector and establishing a relationship with different media houses that will be given information about the union activities and be invited to union gatherings.

6.10. Forming Partnerships

NTEU needs to develop a collaborative approach in building partnerships with relevant stakeholders to create a national voice.

7. STRATEGIC PRIORITY FOR UNION TRANSFORMATION

It is imperative to note that at the centre of every Transformation Plan there is a commitment by all stakeholders to embrace transformation, both from a personal as well as organisation perspective so as to breathe and live its principles. In order to fulfil the objective set out in 4 (a-e) above, this Integrated Transformation Plan, hopes to do so in the manner expressed herebelow;

7.1. Strategic Aim of The Plan:

- To promote, advance, advocate and facilitate union transformation for equity, diversity, fairness and justice

7.2. Strategic Goals to Fulfil These Aims of The Plan

- Promoting the Vision, Mission, Values and Strategic priorities of **NTEU** at all levels through appropriate union development strategies
- Designing, implementing and monitoring strategies to promote equality
- Ensuring that the value of diversity is respected, honoured and promoted in all spheres of **NTEU**'s operations
- Establishing and maintaining a supportive and enabling union environment that respects, encourages and promotes the contribution of all **NTEU** members
- Ensuring that **NTEU** operates in an environment that negates and rejects all forms of racism, racial prejudice and discrimination

8. STRATEGIC TRANSFORMATION DRIVERS

The Ministerial Report on Transformation and Social Cohesion argues that the following offices/structures should equally be held accountable for Transformation, in addition to the Vice-Chancellor:

- Council
- Senate
- Rectorate

- Senior Managers
- Institutional Forum
- Organised Labour
- Executive Deans
- Executive Directors
- Senior Directors
- Managers and HOD's
- Student Leadership

It will therefore make sense that in order to drive the strategic transformation of **NTEU** the following office bearers need to be held accountable for Transformation:

- National President
- NEC Members
- CoC Members
- Branch Chairpersons
- BEC Members
- Trade Union Representatives Committee Members

9. LIVING UNION TRANSFORMATION

A transform trajectory can only succeed if there is an awareness and commitment towards the process, realizing that the same needs to satisfy the following stages of transformation;

9.1. Personal Transformation

- Respect
- Integrity
- Objectivity
- Positive Attitude
- Trust
- Ubuntu (Humanness)

9.2. Branch/Campus Transformation

- Dedication
- Commitment
- Teamwork
- Capacity Building
- Anti-Racism
- Coaching and Mentoring
- Courage

9.3. National Transformation

- Ethics and Morality
- Equity and Diversity
- Burying ghosts of the past
- Office Bearers Development
- Ensuring service excellence
- Pedagogical transformation
- Common understanding of Transformation

- Earmarked funding for transformation
- Change Agent
- Monitoring transformation effectiveness

9.4. Sectoral Transformation

- World Views
- Building trust and relationship
- Visiting Institutions
- Promoting robust engagement
- Strategic Partner
- Transformation Performance Peer Review

10. THE COMMITMENT IN IMPLEMENTATION OF THE SOUDIEN REPORT ON TRANSFORMATION

The above principles as mentioned under each step set a strategic commitment to transformation. The successful completion of each step determines a focus of the next step and therefore requires every individual and every structure/constituencies to take transformation very seriously so as to embrace a collective understanding. The favourable approach will be looking at what needs to be changed and then change it and not for cosmetic purposes but as a strategic imperative of bringing about a new world order and therefore radically changing our systems, structures and policies to be in sync with a new trajectory that **NTEU** has agreed to embark upon.

11. NTEU'S TRANSFORMATION PLAN OVER THE NEXT FIVE YEARS (2012 – 2016) WOULD SEEK TO ADDRESS:

- Levelling the playing fields by offering equal opportunities irrespective of gender, race, class, etc
- Promoting equity for purposes of redress and reparation
- Uprooting any traces of favouritism and nepotism
- Uprooting any traces and vestiges of racism and discrimination- both at Branch and National level as well as in all Institutions where it operates
- Enhancing the pace of transformation process by listening to the voices of members
- Enhancing the quality and accessibility of services provided by the union
- Strengthening the effectiveness and efficiency of good governance and ethics
- To promote capacity building and research

Since transformation in the Higher Education Sector is an evolving process and which as such is being taken seriously by the newly created Department of Higher Education and Training, **NTEU** accordingly should ensure that its mandate is in line with the national agenda addressing the above mentioned initiatives

12. STRATEGIC TRANSFORMATION THEMES FOR ENGAGEMENT AND OPERATIONALISATION

The transformation agenda will bear fruitful results only through the operationalization of the following projects which will require to be budgeted for:

Projects	Targeted Group	Due Date	Driver
1. Purpose, content and meaning of transformation	All Stakeholders (Office Bearers and Members)	February 2013	NEC Office Bearer (Transformation) CoC
2. Moral Regeneration and the Promotion of NTEU's values	All Stakeholders (Office Bearers and Members)	August 2012	NEC CoC BEC TURC
3. Membership Diversity and Equity	All Stakeholders (Office Bearers and Members)	November 2012	CoC
4. Couching and Mentoring	Office Bearers	June 2013	NEC CoC
5. Research imperatives as key factor in Transformation	NEC CoC TURC	November 2012	NEC
6. Development of Office Bearers	NEC CoC TURC	February 2013	NEC
7. Broad Based Black Economic Empowerment as a Transformation Tool	National Administrator National and Branch Treasurers	November 2012	NEC CoC
8. Change Management as Union Transformation Strategy	NEC CoC BEC TURC	June 2013	Office Bearers Seminar NEC to appoint a facilitator
9. National and Branch Marketing	Institutions of Higher Learning Prospective members at Institutions	Continuous	NEC Office Bearer (Recruitment and Marketing) CoC BEC TURC
10. Affiliation to bigger structures	FEDUSA	June 2013	Congress NEC CoC

13. NTEU's RISKS IF TRANSFORMATION AGENDA IS NOT IMPLEMENTED AND PRIORITISED

- a) Lack of co-ordinated transformation policies and/or guidelines
- Lack of co-ordination of these policies/or guidelines poses a high risk for **NTEU's** transformation agenda as ad hoc arrangements have to be resorted to

- b) **NTEU's** current culture, character and ethos of procrastination and upward delegation renders service delivery in-effective
- The success of any organisation is measured by its timeous response to service delivery; lack of commitment approach practised by other office bearers is a high risk
- c) Equity and fairness issues
- The inability to maintain a high level of consistency on equitable and fair basis when dealing with members and occupation of executive portfolios poses a very serious threat
- d) Governance issues
- Strong relationship should be enhanced between CoC and NEC, otherwise this will pose a threat if not handled properly
 - Training and lack of training on leadership and governance matters is a serious threat
- e) Financial matters
- A perception that the responsibility of financial matters rests with the National Administrator is a threat if he does not receive support from all
- f) Office Bearers incentivization and reward/merit system
- Non-recognition of Office Bearers who go beyond the call of duty in their portfolios is a demotivating factor and poses a threat to **NTEU's** transformation trajectory
- g) Branding and Marketing
- A lack of a Branding or Marketing strategy for **NTEU** is a serious transformation threat

14. TRANSFORMATION BARRIERS AND PITFALLS

Whilst the transformation challenges facing Higher Education Sector are enormous, broad and varied, there are equally barriers and pitfalls to transformation as are challenges.

The following are just some of the many pitfalls that need closer scrutiny:

- Know-it all syndrome
- Leading with a close cabal
- Leading by autocracy and fear
- Failure to affirm and to let people grow and develop
- Constantly finding faults and mistakes in other people's work
- Failure to recognise transformation as a key strategic imperative
- Responding to and/or giving credence to rumour and gossip mongering
- Promoting favouritism and nepotism
- Looking down upon anything Afrocentric and thinking that Eurocentricism is the only objective view of measuring effectiveness, professionalism and success
- Constantly on a power trip, trying to prove that nothing moves without your word
- Operating on the basis of "I", "Me" and "Mine" and not on "We", "Us" and "All"
- Non-respect or undermining the integrity of a fellow colleague
- Failure to respect and/or honour the ethical values as indicated in point 5 above

15. TRANSFORMATION POLICIES/GUIDELINES

Accompanying the content and spirit of this Integrated Transformation Plan (ITP) are the following policies/guidelines which are in place or are in the process of being developed:

- Succession Planning for CoC portfolios
- Induction Manual
- Loan Policy
- Financial Policy
- Media Policy
- **NTEU** National Strategy document
- National Policy Document (Draft)
- Staff Remuneration
- Constitution
- Branch Rules

16. CONCLUSION

This Integrated Transformation Plan will only bear positive results if it can be supported by all.

The value of a Transformation Plan underpins the following considerations:

- Transformation requires that new values are shared and assimilated so as to provide inspiration and guidance for the change process
- Transformation encompasses changing the culture of the Union as a perceived ivory tower serving the elite towards engagement with all our members and being responsive to their needs
- Transformation means ensuring that the demographic change in office bearers profile recurs progressively to reflect the demographic realities of the South African Society; this equally applies to the demographic profile of the members.
- Transformation commits to increasing members access to quality and reliable services
- Transformation thrives on innovation and demand a break with past structures and practices that are stumbling blocks to change
- Transformation requires building partnerships and coalitions with relevant organisations in the sector

It is therefore appropriate to conclude by quoting the following as it pertinently applies to the **NTEU's** Transformation trajectory:

“Transformation is a journey”. (Prof G Zide: DVC Governance and Operations VUT)

17. REFERENCES

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5. Labour Relations Act, 2007
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