

APPOINTMENT OF ORGANISATIONAL WORK STUDY CONSULTANT

1. INTRODUCTION

Founded by legislation in 1979 as a Technikon to offer technical and vocational education at tertiary level and transformed into a University of Technology in 2007, Mangosuthu University of Technology (MUT) has transformed itself to be a University focused on offering technological, career-directed educational programmes with an emphasis on innovative problem-solving research and engaging with government/business/industry and communities as end-users.

MUT is located in Umlazi, a township on the east coast of KwaZulu-Natal, South Africa located south-west of the city of Durban. Umlazi is the fourth largest township in South Africa. Although townships are historic sites of Apartheid's spatial planning, their continued development through investment by government and private entities is central to economic redress and broader economic growth within South Africa. This location gives MUT a unique intermediary position of being integrally involved in the mix of social, developmental and economic investments made into the Township, from which it contributes and draws in providing access to higher education.

2. PURPOSE

Mangosuthu University of Technology (MUT) hereby invites suitably qualified and experienced prospective **Work Study** service providers to submit Quotations to undertake a work study for the University.

3. SCOPE OF WORK

MUT requires the services of a professional and reputable service provider to conduct a work-study for the University. The University has three (3) Faculties and several Support departments.

The main objectives of this work study investigation are the following:

- To improve productivity by determining the best method of performing each operation with the available resources;
- To ensure that MUT is appropriately structured to support the University both strategically and operationally;
- To have a fit for purpose University to achieve it's mandate as per the Strategic Plan 2020-2025.
- To identify any staff redundancies which might exist in certain areas.

The new Strategic Planning cycle will commence during 2024/25 to finalise a Strategic Plan for the next five years.

This will entail analysing the business processes and operations at the individual and business unit level and ensure alignment of performance for each operation against the available resources and to ensure that the structure of MUT is fit-for-purpose and appropriately resourced to support the University both strategically and operationally in terms of the key strategic objectives.

The outcome of the work-study study needs to be based on the strategic direction of the University and needs to inform the optimal structure required to deliver on the mandate, taking into consideration operational efficiencies required and the need to be cost effective. MUT is in the process of reviewing its organisational structure using organisational design principles.

The outcome of the work study needs to take the following into account:

- a) Any Legislative requirements, e.g. the Occupational Health & Safety Act; Regulations and the Basic Conditions of Employment Act; Higher Education Act;

- b) The strategic direction of the University;
- c) Current technology available for delivering services;
- d) Optimal utilisation of current human capital resources (Organisational structure);
- e) The span of control for various Line Managers;
- f) Opportunities to be more operationally efficient;
- g) The need to be more cost effective; and
- h) The MUT agreement with Organised Labour.

A detailed report needs to be provided, specifying the optimal structure and resources required to deliver on the MUT Strategic objectives. The report needs to specify areas for improvement and actions required to achieve operational efficiency.

- a) Interviewing employees at MUT to record and collect relevant data about the job and to critically examine the recorded information to determine efficiency.
- b) Conducting method (time and motion) study which will focus on the systematic recording and critical examination of existing ways of performing work and propose ways for improvement.
- c) Conducting work measurement to establish the time to carry out a specific job at a defined level of performance.
- d) Identifying whether there is a need for any additional posts or re-design of jobs (responsibilities) required to efficiently achieve the work requirements of the employees.
- e) Assess the current structure of the MUT to determine whether it can support the organisation strategically and operationally, short term as well as in the long term, and make recommendations where there's misalignment or a need for an organisational re-design to ensure a fit-for-purpose organization.

4. BACKGROUND INFORMATION

- i. The South African political environment and in particular the higher education environment, is often clouded by corruption, mismanagement



of public funds, student protests and violence. This impacts on the quality of teaching & learning and student life.

- ii. MUT has also had its budget reduced in the past financial year years and expects further budget cut in the coming years. An increased lecture load will heighten pressure on an already strained University. Compounded by the impact of the COVID-19 pandemic, it is anticipated the current lecture load will increase in the future with the University's verticalization strategy. In the unlikely event that the increased PQM is not adequately staffed, there will be a loss of income.
- iii. Technological advancements (accelerated by the Covid-19 pandemic) have given rise to changes in how teaching and learning are delivered to students as well as how employees experience the workplace.
- iv. The University must respond to these challenges in order to continue to make a meaningful contribution in the labour market and student throughput rate.
- v. An increasing workload, funding constraints, social and political pressures require an appropriately designed operating model together with an appropriate organisational design is critical for the University to ensure efficiency in dealing with an increased lecture load.
- vi. The work study process has been identified as a key input to addressing the impact of the budget cuts.

5. COMPULSORY REQUIREMENTS

The following compulsory requirements must be provided:

- i. **Reference letters:** The bidder must provide three (3) reference letters in organisational design, reference letters must be on referring client's letterhead, signed and dated.
- ii. **CV and Qualification(s):** The team leader must be in possession of a minimum of a relevant Masters qualification in Work Study / Human Resources Development / Organisational-Industrial Psychology with a minimum of ten (10) years' experience in Work Study. CV and copy of qualification must be submitted. The service provider should make clear the relevant skills, experience and capacity. The service provider should have worked within a public university for a period of five (5) years conducting work study.

- iii. **Project Plan and methodology:** Provide a project plan and methodology clearly articulating the stages of the required services and period of delivery with the project duration of six (6) months period. The service provider must explain their understanding of the objectives of this exercise, approach and the methodology for carrying out this exercise. The main activities of the exercise, their content and duration, phasing and interrelations, milestones, and delivery dates of the reports. The proposed work plan should be consistent with the approach and methodology.
- iv. **Company profile:** Provide a company profile indicating that the bidder has a minimum of ten (10) years' experience in work study. NB: Failure to provide the above-mentioned compulsory requirements, will lead to proposals being disqualified and will not be evaluated further on Price and BBEE.

6. **CONFIDENTIALITY OF DOCUMENTS**

All produced documents and any other documentation of this project must be completed and handed over to MUT – they remain the property of MUT.