UNIVERSITY OF THE WITWATERSRAND, JOHANNESBURG

OPERATIONS AND FACILITIES MANAGEMENT DEPARTMENT

THE ROAD TOWARDS AN INTEGRATED MANAGEMENT SYSTEM

HEFMA CONFERENCE

2026

WITS. FOR GOOD

400+

Buildings across the University

5 Faculties

33 Schools

University campuses

7

University libraries

12

18

Student residences

1667
Academics

4 194
PAS

10,000

Students graduating annually

OPERATIONS AND FACILITIES MANAGEMENT DEPARTMENT

OF MD

PURPOSE

To ensure a habitable built environment and operational support services to the university community.

MISSION

To provide reliable support services to the university community, in support of the academic programme.

OUR CORE OPERATIONS

01

Infrastructure Maintenance

Electrical, Civil, Building, Plumbing, Mechanical, Air Conditioning and Refrigeration

02

Commercial Services

Printing and Mailing, Professional Development Hub, Retail Operations, Dining Hall Catering and Wits Rural Campus

03

Engineering Services

Energy, Utilities and Property Management

04

Logistics and Operations

Passenger Transport Services, Fleet Management, Warehouse Operations, Furniture Movement and Venue Allocation

05

Environmental Services

Cleaning and Hygiene, Turf Management, Landscape, Pest Control and Waste Management

06

GMR Compliance

Fire Systems, Lifts and General Machinery Compliance

07

Office of the Director

Environmental Health, Integrated Management System, Stakeholder Relationship, Marketing and Brand Management

08

Business and Finance Management

Finance Management, Governance, Risk Management and Financial Audits

QMS

OHS

EMS

INTEGRATED MANAGEMENT SYSTEM

It is a unified framework that integrates management systems, processes, policies, resources and responsibilities to minimise duplication, optimise costs, improve operational efficiency and strengthen organisational performance.

In the context of this presentation, an IMS integrates ISO 9001 (Quality), ISO 14001 (Environmental Management) and ISO 45001 (Occupational Health and Safety).

Source: Adapted from Toyo, Z. P. (2024). Aligning integrated management system with the organisation's strategy [Doctoral thesis, University of Johannesburg], pp. 7–9.

CURRENT STANDARDS BASELINE

ISO 9001

QUALITY MANAGEMENT

2026 edition
Published 16 September 2026

ISO 14001

ENVIRONMENTAL MANAGEMENT

2026 edition
Published 15 April 2026

ISO 45001

OCCUPATIONAL HEALTH & SAFETY

2018 edition
Including Amendment 1:2024

GLOBAL CERTIFICATION STANDARDS

1.612

Million in 2025

ISO 9001

739,390

In 2025

ISO 14001

599,532

In 2025

ISO 45001

RESEARCH FOUNDATION

Global HEI literature

Verified cases demonstrate ISO 14001 and ISO 45001 certification, and some universities operate genuinely integrated systems. Cardiff is certified to ISO 14001 and ISO 45001, Universidad de Zamboanga reports all three target standards.

HEI IMS integration follow PDCA and is primarily motivated by improved institutional performance.

Successful cases emphasise leadership, training, communication and system integration.

South African HEI literature

Evidence is fragmented: two HEIs demonstrate ISO-aligned campus OHSE practices however there is no ISO certificate confirmation, while verified/reported ISO 9001 certification at two other HEIs is unit-specific, one private institution provides institution-level ISO 9001 certification.

SA research identifies skills, silos, culture and weak understanding of benefits as significant implementation barriers. No robust national HEI certification-prevalence figure was established from the reviewed SA evidence.

ADDRESSING OPERATIONAL GAPS THROUGH AN INTEGRATED MANAGEMENT SYSTEM

GAPS

01 Fragmented management systems

02 Duplicated processes and documentation

03 Unclear accountability

04 Inconsistent service delivery and reactive risk management

05 Compliance gaps and recurring audit findings

IMS SOLUTIONS

01 Shared governance, IMS policy and objectives

02 Streamlined procedures, controlled records and coordinated reporting

03 Defined process owners and responsibilities

04 Risk based thinking and standardised operational controls

05 Coordinated compliance evaluation, evidence based decision making and integrated audits

IMPLEMENTATION THROUGH HARMONIZED STRUCTURE AND ANNEX SL

Clauses	ISO 9001	ISO 14001	ISO 45001
Context	Needs and expectations of interested parties	Environmental conditions and interested parties	Worker needs and working conditions
Leadership	Quality policy and customer focus	Environmental policy and protection	OHS policy and worker participation
Planning	Quality risks and service objectives	Environmental aspects, obligations and objectives	Hazards, OHS risks, legal duties and objectives
Support	Resources, competence, communication and records	Resources, competence, communication and records	Resources, competence, communication and records
Operations	Service delivery and external provider controls	Environmental controls, life cycle and emergencies	Risk reduction, contractors and emergency controls
Evaluation	Service performance and customer satisfaction	Environmental performance and compliance evaluation	OHS performance and compliance evaluation
Improvement	Correct nonconformities and improve quality	Correct nonconformities and improve performance	Investigate incidents and improve OHS

Shared requirements: documented information, internal audits, management review and continual improvement.

SHARED PROCESSES AND SPECIALIST CONTROLS

SHARED IMS PROCESSES

Context and scope.

Integrated policy and responsibilities.

Competence and communication.

Controlled documents and records.

Internal audit programme.

Management review and improvement.

SPECIALIST REQUIREMENTS

ISO 9001: service requirements, supplier quality and acceptance of outputs.

ISO 14001: environmental aspects, life-cycle thinking and compliance evaluation.

ISO 45001: hazard identification, control hierarchy and worker participation.

SIMPLE ISO PRINCIPLES OF INTEGRATION

PREPARE

Align leadership, scope and planning.

CONNECT

Map requirements to existing system and processes.

INTEGRATE

Identify gaps, close them and verify what has been improved.

IMS IMPLEMENTATION ROADMAP

Leadership Commitment and Project Initiation

Gather management commitment, define IMS scope, assign responsibilities and allocate resources.

Baseline Assessment and Gap Analysis

Assess existing systems, identify compliance gaps, evaluate risks and prioritise improvement areas.

IMS System Design

Develop integrated policies, standardise processes, align procedures and establish common objectives.

Operational Implementation and Capacity Building

Implement controls, train employees, strengthen contractor oversight and deploy digital IMS tools.

Performance Evaluation

Monitor KPIs, evaluate compliance, conduct internal audits and identify nonconformities.

Management Review and Continual Improvement

Review IMS effectiveness, address nonconformities and implement continual improvement initiatives.

External certification and sustainability

Assess certification readiness, undergo external audits and establish ongoing assurance mechanisms.

PLAN ..... **DO** ..... **CHECK** ..... **ACT**

CERTIFICATION STEPS

Outline of certification steps

Step 1

Stage One Audit

Assess documentation and general readiness for certification.

Step 2

Stage 2 Audit

Verify implementation and effectiveness (certificated, pending reg or non reg).

Step 3

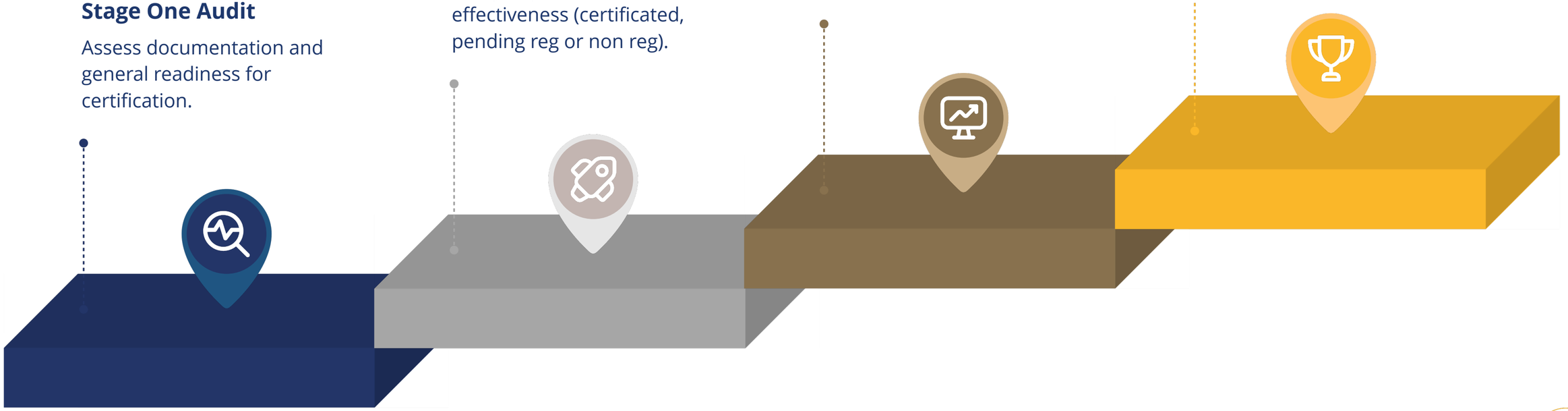
Address Non-Conformances

Submit corrective action evidence for review and the certification decision.

Step 4

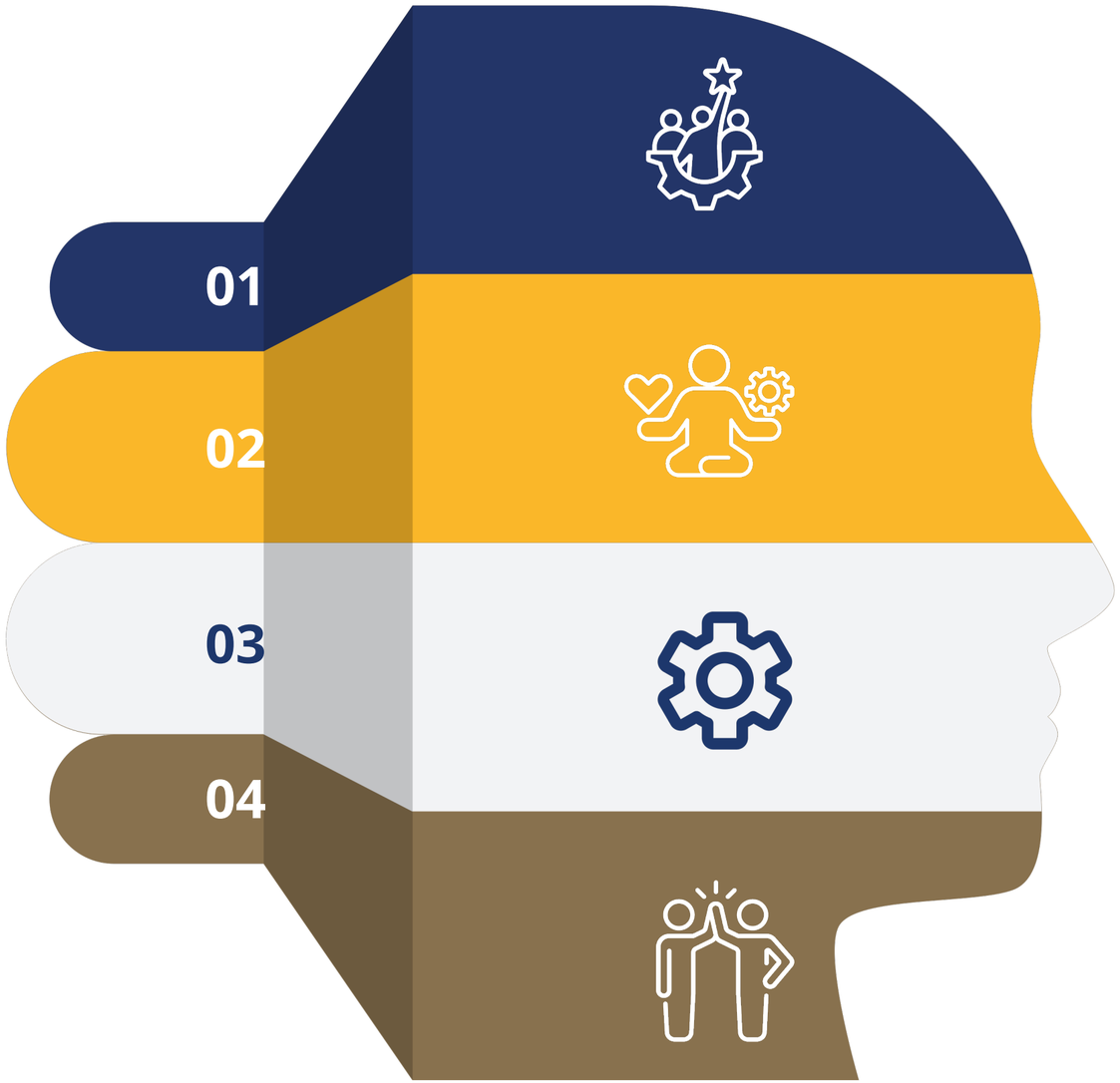
Maintain Certification

Continue improvement,regular surveillance audits and scheduled recertification (3yrs).



IMS SUCCESS FACTORS

Ingredients required for smooth implementation



Top Management Commitment

Buy in and commitment is essential for success including resource allocation and allocation of clear responsibilities and accountability.

Importance of People

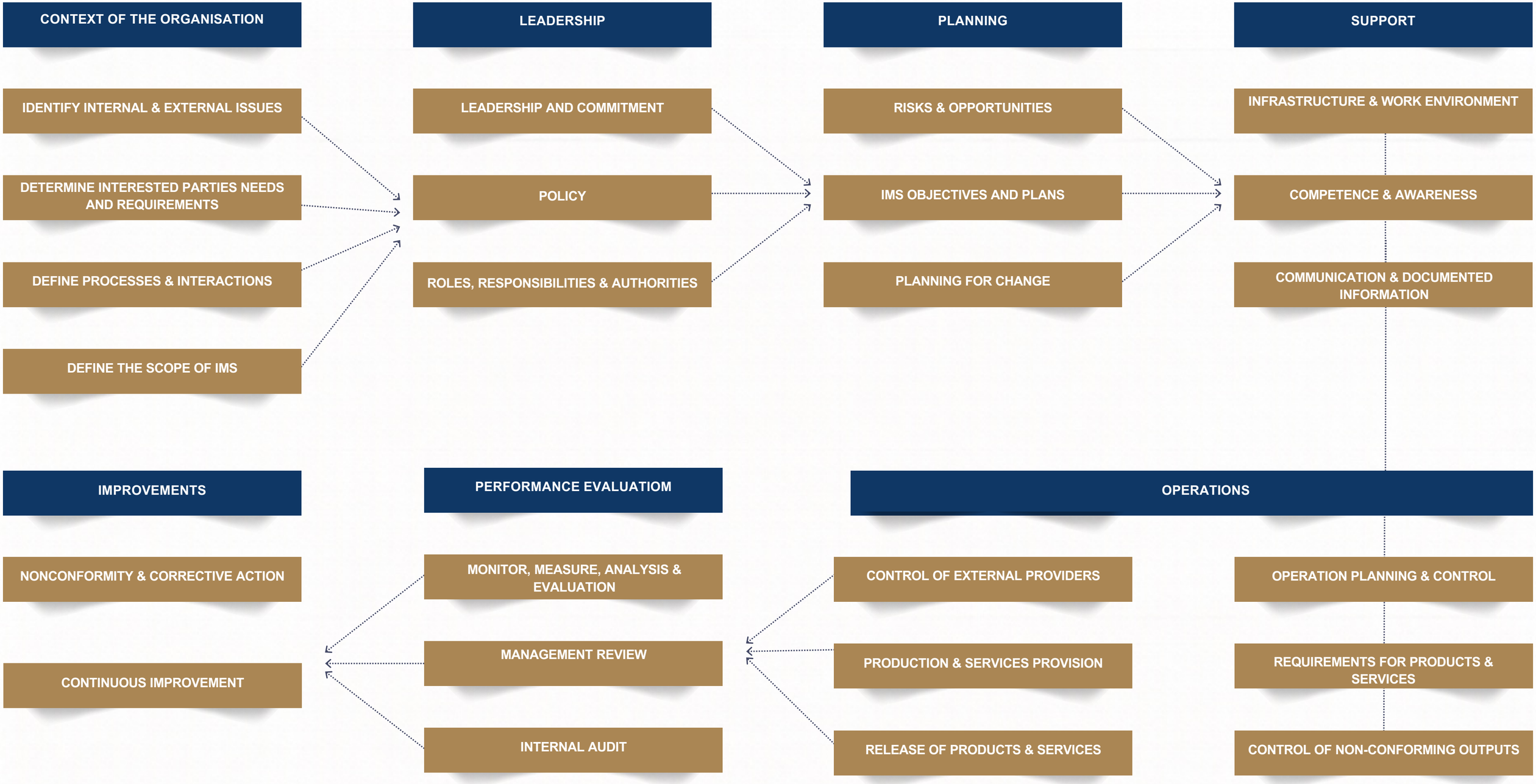
Involvement and engagement of people to support and contribute to the system.

Processes

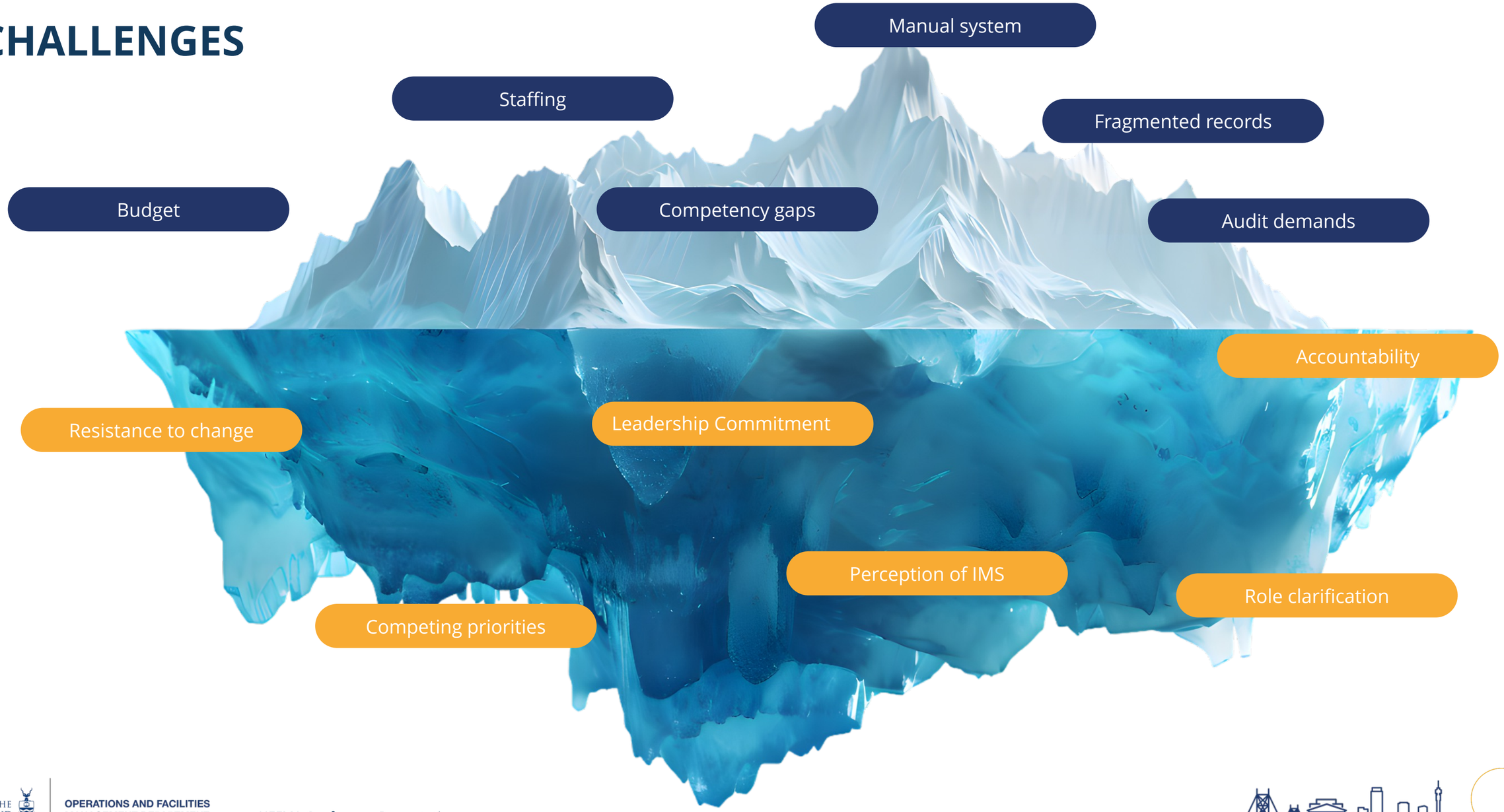
Documentation of processes based on requirements.

Support and Training

Management to provide support. Implement training programmes and awareness.


CONTEXT OF THE ORGANISATION
LEADERSHIP
PLANNING
SUPPORT
IDENTIFY INTERNAL & EXTERNAL ISSUES
DETERMINE INTERESTED PARTIES NEEDS AND REQUIREMENTS
DEFINE PROCESSES & INTERACTIONS
DEFINE THE SCOPE OF IMS
LEADERSHIP AND COMMITMENT
POLICY
ROLES, RESPONSIBILITIES & AUTHORITIES
RISKS & OPPORTUNITIES
IMS OBJECTIVES AND PLANS
PLANNING FOR CHANGE
INFRASTRUCTURE & WORK ENVIRONMENT
COMPETENCE & AWARENESS
COMMUNICATION & DOCUMENTED INFORMATION
IMPROVEMENTS
PERFORMANCE EVALUATIOM
OPERATIONS
NONCONFORMITY & CORRECTIVE ACTION
CONTINUOUS IMPROVEMENT
MONITOR, MEASURE, ANALYSIS & EVALUATION
MANAGEMENT REVIEW
INTERNAL AUDIT
CONTROL OF EXTERNAL PROVIDERS
PRODUCTION & SERVICES PROVISION
RELEASE OF PRODUCTS & SERVICES
OPERATION PLANNING & CONTROL
REQUIREMENTS FOR PRODUCTS & SERVICES
CONTROL OF NON-CONFORMING OUTPUTS

POTENTIAL CHALLENGES



OFMD: KEY IMPLEMENTATION LESSONS AND WAY FORWARD

01

Digital IMS Enablement

Adopt a digital IMS solution informed by existing manual documented processes.

02

Accountability

Define clear responsibilities, strengthen functional ownership and ensure adequate authority and resources.

03

IMS Awarenes & Competence

Embed quality, environmental and OHS requirements into daily operations through targeted training and employee engagement.

04

Project Management Approach

Effective implementation and follow-through by applying structured project management principles.

05

Leadership Commitment

Integrate IMS KPIs into performance agreements.

CLOSING REMARKS

Leadership Commitment

Strong leadership, adequate resources and clear accountability are essential for successful IMS inte[illegible]ion.

01

Employee Engagement

Awareness, participation and effective change management drive successful implementation.

02

Beyond Certification

IMS is a strategic commitment to safety, sustainability, efficiency and service excellence.

03

Operational Simplification

The system should work for us, simplifying processes, empowering employees and improving decision-making.

04

Continuous Improvement

IMS should drive sustainable institutional performance and support the core mandate of Higher Education.

05

WITS. FOR GOOD

Wits occupies a special place in the hearts and minds of Africans. For Good

UNIVERSITY OF THE WITWATERSRAND, JOHANNESBURG

OPERATIONS AND FACILITIES MANAGEMENT DEPARTMENT

THANK YOU