



**Western Cape
Government**

Department of the Premier

EMPLOYMENT EQUITY PLAN

1 April 2016 to 31 March 2021



PLEASE READ THIS FIRST



DEPARTMENT OF LABOUR

PURPOSE OF THIS FORM

Section 20 requires designated employers to prepare and implement an Employment Equity Plan which will achieve reasonable progress towards employment equity in the employer's workforce. An Employment Equity Plan must state-

- (a) The objectives to be achieved for each year of the plan
- (b) The affirmative action measures to be implemented as required by section 15(2);
- (c) Where under representation of people from designated groups has been identified by the analysis, the numerical goals to achieve the equitable representation of suitably qualified people from designated groups within each occupational level in the workforce, the timetable within which this is to be achieved, and the strategies intended to achieve those goals;
- (d) The timetable for each year of the plan for the achievement of goals and objectives other than numerical goals;
- (e) The duration of the plan, this may not be shorter than one year or longer than five years;
- (f) The procedures that will be used to monitor and evaluate the implementation of the plan and whether reasonable progress is being made towards implementing employment equity;
- (g) The internal procedures to resolve any dispute about the interpretation or implementation of the plan;
- (h) The persons in the workforce, including senior managers, responsible for monitoring and implementing the plan; and
- (i) Any other prescribed matter.

TEMPLATE FOR EMPLOYMENT EQUITY PLAN (Section 20)

Employer Details

Trade name: Department of the Premier

DTI Registration name: W6

PAYE/SARS No: 7430740391

EE Ref No: 6377

Industry/Sector: Community, Social and Personal Service

Province: Western Cape

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ACRONYMS

AA	Affirmative Action
CSC	Corporate Services Centre, Department of the Premier
CRU	Client-relationship unit at a department
DG	Director-General
DoP	Department of the Premier
DPSA	Department of the Public Service and Administration
D: R&S	Directorate Recruitment and Selection (CSC-PMP)
D: OB	Directorate Organisational Behaviour (CSC-OD)
D: P&P	Directorate Policy and Planning (CSC-PMP)
D: PD	Directorate Programme Delivery (CSC-PTE)
EAP	Economically active population
EEA	Employment Equity Act, 1998 (Act 55 of 1998)
EECF	Employment Equity Consultative Forum
EEM	Employment Equity Manager
EE Plan	Employment Equity Plan
HoD	Head of Department
MMS	Middle management service
MPSA	Minister for Public Service and Administration
MTEF	Medium Term Expenditure Framework
OB	Organisational Behaviour
PTI	Provincial Training Institute (CSC)
PSA	Public Service Act
PSC	Public Service Commission
PSR	Public Service Regulations
PwD's	Persons with disabilities
SA	South Africa
SMS	Senior Management Service
TPW	Transport and Public Works
WC	Western Cape
WCG	Western Cape Government

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1. INTRODUCTION

1.1 Employment equity and transformation

The Constitution of the Republic of South Africa, 1996, stipulates that an employee should not be unfairly discriminated against for any one of the following reasons:

Race	Gender	Sex	Pregnancy
Marital status	Family responsibility	Birth	Disability
Sexual orientation	Age	Colour	Religion
HIV status	Conscience	Belief	Culture
Political opinion	Ethnic or social origin	Language	

Note:

"Belief" includes believing in a cause, religion, or to be of an opinion, etc.

"Birth" includes where the birthplace is, parents, nationality, born out of wedlock, etc.

"An employee" includes an applicant for employment.

The following is an extract of the preamble to the Employment Equity Act, 1998 (Act 55 of 1998):

"Recognising that as a result of apartheid and other discriminatory laws and practices, there are disparities in employment, occupation and income within the national labour market; and that those disparities create such pronounced disadvantages for certain categories of people that they cannot be redressed simply by repealing discriminatory laws.

Therefore, in order to promote the constitutional right of equality and the exercise of true democracy; eliminate unfair discrimination in employment; ensure the implementation of employment equity to redress the effects of discrimination; achieve a diverse workforce broadly representative of our people; promote economic development and efficiency in the workforce; and give effect to the obligations of the Republic as a member of the International Labour Organisation."

The Western Cape Government (WCG) remains under immense pressure to deliver on the promises it made to the public to provide quality services to all. This pressure affects every provincial department's strategic EE objectives. The WCG is faced with a number of employment equity challenges, some of which are listed below:

- Addressing the under-representation of African employees at senior-management and middle-management levels. In most instances there is sufficient representation at the lower levels of the organisation.
- Addressing the under-representation of women of all races in different occupational categories and levels throughout the organisation with special focus on the more senior levels.

- Addressing occupational categories that have traditionally been gender dominated by implementing skills-development strategies to address the imbalance.
- Addressing the under-representation of people with disabilities in all occupational categories and levels in the organisation.
- Addressing the physical access and reasonable accommodation in the working environment for people with disabilities.

The lack of suitably qualified persons from the designated groups should not prevent the Department from proceeding to fill the vacancies in order to service the community's needs. At times, there is tension between the legitimate demands of the community to be provided with excellent services and efficient access to public resources and the Department's ability to respond adequately to the community's needs. The importance of service-delivery standards and the appointment of employees who are competent and fit for the job will be considered when the EEA is applied in a balanced approach to ensure that strategic objectives and targets are met. Efficiency, equity and excellence must be the essential elements in the recruitment and selection process.

In developing the EE Plan, the Department is striving towards a demographically representative and equitable workforce and a workplace culture that demonstrates respect for human dignity.

DURATION OF THE PLAN

Section 20 indicates that the duration of the Employment Equity Plan may not be shorter than one year or longer than five years. The duration of the plan must have a specific start and end date, as reflected below:

Start date: 01 April 2016

to

End date: 31 March 2021

2. OBJECTIVES FOR EACH YEAR OF THE PLAN

The objectives for each year of the plan, which should be specific, measurable, attainable, relevant and time bound, are reflected in the table below:

TIMEFRAMES (e.g.)	OBJECTIVES	ACTIONS
Y1 – Y5 01/04/2016 – 31/03/2021	A demographically representative workforce	<ul style="list-style-type: none"> ● Maintain and monitor monthly workforce profile ● Identify numerical targets ● Recruitment, selection and appointments done in line with targets set out in EE Plan
	An organisational culture that supports diversity and equity	<ul style="list-style-type: none"> ● Cultural surveys to be done to assess the values of the employees and feedback be provided to employees and management. ● Diversity and equity-awareness programmes
	Implement affirmative-action measures that promote equal opportunities	<ul style="list-style-type: none"> ● Identification of activities that will support the recruitment and retention of designated groups ● Implement HRD strategies that will empower designated

TIMEFRAMES (e.g.)	OBJECTIVES	ACTIONS
		<p>groups for advancement</p> <ul style="list-style-type: none"> ● Implement competency-based selection processes to attract competent and suitably qualified designated employees ● Targeted recruitment for under-represented groups, especially women in management and people with disabilities
	Remove employment barriers that restrict designated employees	<ul style="list-style-type: none"> ● On-going analysis of HR policies and practices to identify possible barriers in the workplace and revise policies to eliminate such barriers
	EE reporting and communication	<ul style="list-style-type: none"> ● Annual reporting on employment-equity progress in the Department ● Regular consultation with employee representative on the EECF ● Awareness among employees of employment-equity matters

These objectives are recurrent and performed on an annual basis. The Recruitment plan to include commitment from SMS members to target designated groups when filling vacancies.

3. BARRIERS AND AFFIRMATIVE ACTION MEASURES

The barriers and Affirmative Action Measures identified in the EE analysis conducted must be included in the EE Plan. These measures must include time-frames to track progress in the implementation of the AA Measures. The time-frames must have specific dates and be within the duration of the EE Plan (no "ongoing" permitted). The designations of responsible persons to monitor the implementation of these AA Measures should be specified.

BARRIERS AND AFFIRMATIVE ACTION MEASURES								
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Recruitment procedures	X	X	X	The recruitment process must take the requirements of the EE Plan into account.	Recruitment and Selection Policy is being revised to address this barrier. Provide EE advice to the Selection Committee.	1/4/16	31/3/21	D: P&P, D: R&S,

BARRIERS AND AFFIRMATIVE ACTION MEASURES								
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
					Selection Committee applies accordingly.			Selection Committee
Advertising positions	X		X	Online recruitment system is not disability friendly. Selection panels are inconsistent in applying EE requirements, as indicated in the EE Plan.	Engage with the service provider to address accessibility issues.	1/4/16	31/3/21	D: R&S
Selection criteria	X		X		Recruitment and Selection Policy is being revised to address this barrier. Provide EE advice to Line Managers. Line managers applies accordingly.	1/4/16	31/3/21	D: P&P D: R&S
Appointments			X	Approved appointments are sometimes not	Employment Equity Implementation Policy as well as Recruitment	1/4/16	31/3/21	Selection Committee Line Managers

BARRIERS AND AFFIRMATIVE ACTION MEASURES								
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
Job classification and grading				geared towards supporting representivity due to a perception that fitness for purpose advocates non-adherence to EE requirements. Not regarded as a barrier.	and Selection Policy will clearly define this aspect to address the barrier and the perception. Not regarded as a barrier.			
Remuneration and benefits	X	X		Limited flexibility and scope for setting higher salaries to attract and retain designated employees. Some collective	Policy shortcomings could be addressed at national level as recommendations from Presidential Remuneration	1/4/2016	31/3/2017	Presidency, DPSA

BARRIERS AND AFFIRMATIVE ACTION MEASURES							
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE		START DATE	END DATE	
				<p>agreements (performance incentives, e.g. no pay progress if salary is above job grade of post) defeat the principles of retention of existing employees. The remuneration and benefits are set nationally.</p> <p>Commission are anticipated.</p>			
Terms & conditions of employment				Not regarded as a barrier.			
Work environment and facilities		X	X	<p>Certain buildings are privately owned and limits the implementation</p> <p>The Policy on Reasonable Accommodation and Assistive Devices</p>	1/4/16	31/3/18	Line Managers, Supply Chain, CFO, TPW

BARRIERS AND AFFIRMATIVE ACTION MEASURES								
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
				accessibility for People with Disabilities.	(PRAAD) will be rolled out with immediate effect.			
Training and development	X			There is no strategy for career planning.	Through the implementation of WCG People Management Strategy, this can be addressed.	1/4/16	31/3/21	CD: PTE
Performance and evaluation	X	X		Performance Management is regarded as a reward system rather than a tool to manage performance.	Performance Management Policy is being reviewed to address this barrier. Operationalise the policy.	1/4/16	31/3/21	D: P&P
Succession & experience planning	X			There is no strategy for succession planning.	Through the implementation of WCG People Management	1/4/16	31/3/18	D: SB, DDG: PM

BARRIERS AND AFFIRMATIVE ACTION MEASURES								
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
				Strategy, this can be addressed.				
Disciplinary measures				Not regarded as a barrier	For duration of plan			
Retention of designated groups			X	People from designated groups are leaving for opportunities in other provinces/national departments. This affects the attainment of EE goals as per provincial Economic Active Population.	Provide support for implementation of exit interviews. Consistent application of exit interviews should be applied in order to ascertain reasons why people leave.	1/4/16	31/3/21	CD: PMP, Line Managers
Corporate culture			X	There is a general concern that	Sensitise managers and employees to	1/4/16	31/3/21	D: OB,

BARRIERS AND AFFIRMATIVE ACTION MEASURES						
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	POLICY	PROCEDURE	PRACTICE			
Reasonable accommodation			X	<p>managers or supervisors and employees do not fully understand the special needs of employees and diversity in the workplace.</p> <p>Certain buildings are privately owned and hinder the provision of reasonable accommodation for People with Disabilities.</p>	<p>understand the diverse groups and their unique needs, cultural differences, gender and generation gap differences. Awareness interventions can assist to create a better understanding and greater tolerance in the workplace.</p> <p>It must be ensured that new Lease Agreements are inclusive of this aspect and thereafter PRAAD policy can be implemented seamlessly.</p>	OHSA-Rep, Top Management, TPW

BARRIERS AND AFFIRMATIVE ACTION MEASURES								
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice			BARRIERS (PLEASE PROVIDE NARRATION) (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)
	POLICY	PROCEDURE	PRACTICE			START DATE	END DATE	
HIV&AIDS prevention and wellness programmes				Not regarded as a barrier.	Not regarded as a barrier.			
Assigned senior manager(s) to manage EE implementation				Not regarded as a barrier.	Not regarded as a barrier.			
Budget allocation in support of employment equity goals				Not regarded as a barrier.	Not regarded as a barrier.			

BARRIERS AND AFFIRMATIVE ACTION MEASURES							
CATEGORIES	Tick (✓) one or more cells for each category below to indicate where barriers exist in terms of policies, procedures and/or practice	BARRIERS (PLEASE PROVIDE NARRATION) (briefly describe each of the barriers identified in terms of policies, procedures and/or practice for each category)	AFFIRMATIVE ACTION MEASURES (PLEASE PROVIDE NARRATION) (briefly describe the affirmative action measures to be implemented in response to barriers identified for each category)	TIME-FRAMES		RESPONSIBILITY (Designation)	
				POLICY	PROCEDURE		PRACTICE
Time off for employment equity consultative committee to meet			Not regarded as a barrier	Not regarded as a barrier			

4. WORKFORCE PROFILE, NUMERICAL GOALS AND TARGETS

Workforce profile information is a snapshot of the workforce at a particular date and time, which is used below to conduct an analysis of the workforce and, at the same time, serve as baseline information for the setting of numerical goals and targets.

4.1 SNAPSHOT OF THE CURRENT WORKFORCE PROFILE

The workforce profile snapshot tables used for the conducting of the analysis to inform this plan are used below as a baseline for the setting of numerical goals and targets for each year of the plan.

Workforce profile snapshot as at: **21 December 2015**

Table 1: Snapshot of workforce profile for all employees, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1	3	0	2	0	0	0	3	0	0	9
Senior management	6	15	2	16	1	11	1	6	0	0	58
Professionally qualified and experienced specialists and mid-management	54	191	6	94	66	125	6	64	2	0	608
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	19	35	0	8	27	103	1	17	0	1	211
Semi-skilled and discretionary decision making	17	36	0	6	31	43	0	10	0	0	143
Unskilled and defined decision making	4	5	0	0	0	9	0	0	0	0	18
TOTAL PERMANENT	101	285	8	126	125	291	8	100	2	1	1047
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	101	285	8	126	125	291	8	100	2	1	1047

Table 2: Snapshot for workforce profile for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	2	0	8	1	2	0	3	0	0	16
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	0	1	0	0	0	0	0	0	0	2
Semi-skilled and discretionary decision making	0	1	0	0	1	1	0	1	0	0	4
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	1	3	1	8	2	3	0	4	0	0	22
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	1	3	1	8	2	3	0	4	0	0	22

4.2 NUMERICAL GOALS

Numerical goals must include the entire workforce profile, and **NOT** the difference that is projected to be achieved by the end of this EE Plan. Below are two tables on numerical goals, one covering all employees, including people with disabilities, and the other covering people with disabilities **ONLY**.

Start date: 01 April 2016

End date: 31 March 2021

Numerical goals for all employees, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	2	2	0	1	1	2	0	1	0	0	9
Senior management	12	19	0	6	11	16	0	5	0	0	69
Professionally qualified and experienced specialists and mid-management	110	175	4	60	94	148	4	50	0	0	645
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	38	61	1	21	33	52	1	18	0	0	225
Semi-skilled and discretionary decision making	25	39	1	14	21	34	1	11	0	0	146
Unskilled and defined decision making	4	5	0	2	3	5	0	2	0	0	21
TOTAL PERMANENT	191	301	6	104	163	257	6	87	0	0	1115
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	191	301	6	104	163	257	6	87	0	0	1115

Numerical goals for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	2	4	0	1	2	3	0	1	0	0	13
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	1	0	1	1	1	0	0	0	0	5
Semi-skilled and discretionary decision making	1	1	0	0	1	1	0	0	0	0	4
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	4	6	0	2	4	5	0	1	0	0	22
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	4	6	0	2	4	5	0	1	0	0	22

4.3 NUMERICAL TARGETS

Numerical targets must include the entire workforce profile, and **NOT** the difference that is projected to be achieved by the next reporting period. Below are two tables on numerical targets, one covering all employees, including people with disabilities, and the other only covers people with disabilities **ONLY**.

Numerical targets: Year 1	
Start date: 01 April 2016	End date: 31 March 2017

Numerical targets for all employees, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1	3	0	2	0	0	0	3	0	0	9
Senior management	7	16	2	14	3	12	1	6	0	0	61
Professionally qualified and experienced specialists and mid-management	67	188	6	87	72	130	5	61	0	0	616
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	23	40	0	11	29	93	1	17	0	0	214
Semi-skilled and discretionary decision making	19	37	0	8	29	41	0	10	0	0	144
Unskilled and defined decision making	4	5	0	0	1	8	0	0	0	0	18
TOTAL PERMANENT	121	289	8	122	134	284	7	97	0	0	1062
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	121	289	8	122	134	284	7	97	0	0	1062

Numerical targets for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	2	0	7	1	2	0	3	0	0	15
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	0	1	0	0	0	0	0	0	0	3
Semi-skilled and discretionary decision making	0	1	0	0	1	1	0	1	0	0	4
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	1	3	1	7	2	3	0	4	0	0	21
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	1	3	1	7	2	3	0	4	0	0	21

Numerical targets: Year 2

Start date: 01 April 2017

End date: 31 March 2018

Numerical targets for all employees, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1	3	0	2	1	1	0	2	0	0	10
Senior management	8	17	1	12	5	13	1	6	0	0	63
Professionally qualified and experienced specialists and mid-management	78	185	5	80	77	134	5	59	0	0	623
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	27	45	1	13	30	83	1	17	0	0	217
Semi-skilled and discretionary decision making	20	37	0	9	27	39	0	11	0	0	143
Unskilled and defined decision making	4	5	0	1	1	7	0	1	0	0	19
TOTAL PERMANENT	138	292	7	117	141	277	7	96	0	0	1075
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	138	292	7	117	141	277	7	96	0	0	1075

Numerical targets for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	1	2	0	5	1	2	0	2	0	0	15
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	0	1	0	0	1	0	0	0	0	3
Semi-skilled and discretionary decision making	0	1	0	0	1	2	0	1	0	0	4
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	2	3	1	5	2	5	0	3	0	0	21
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	2	3	1	5	2	5	0	3	0	0	21

Numerical targets: Year 3

Start date: 01 April 2018

End date: 31 March 2019

Numerical targets, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1	3	0	1	1	1	0	2	0	0	9
Senior management	9	17	1	10	6	14	1	6	0	0	64
Professionally qualified and experienced specialists and mid-management	89	182	5	74	83	139	4	56	0	0	632
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	31	51	1	16	31	72	1	17	0	0	220
Semi-skilled and discretionary decision making	22	38	1	11	25	37	0	11	0	0	145
Unskilled and defined decision making	4	5	0	1	2	6	0	1	0	0	19
TOTAL PERMANENT	156	296	8	113	148	269	6	93	0	0	1089
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	156	296	8	113	148	269	6	93	0	0	1089

Numerical targets for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	1	2	0	4	2	3	0	2	0	0	14
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	1	0	0	0	1	0	0	0	0	3
Semi-skilled and discretionary decision making	0	1	0	0	1	2	0	1	0	0	5
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	2	4	0	4	3	6	0	3	0	0	22
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	2	4	0	4	3	6	0	3	0	0	22

Numerical targets: Year 4

Start date: 01 April 2019

End date: 31 March 2020

Numerical targets, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1	3	0	1	1	2	0	1	0	0	9
Senior management	11	18	1	8	8	15	0	6	0	0	67
Professionally qualified and experienced specialists and mid-management	99	179	4	67	89	144	3	53	0	0	638
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	35	56	1	18	32	62	1	17	0	0	222
Semi-skilled and discretionary decision making	23	39	1	12	23	35	0	11	0	0	144
Unskilled and defined decision making	4	6	0	2	2	6	0	1	0	0	21
TOTAL PERMANENT	173	301	7	108	155	264	4	89	0	0	1101
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	173	301	7	108	155	264	4	89	0	0	1101

Numerical targets for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	2	3	0	3	2	3	0	1	0	0	14
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	1	0	0	1	1	0	0	0	0	4
Semi-skilled and discretionary decision making	0	1	0	0	1	2	0	0	0	0	4
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	3	5	0	3	4	6	0	1	0	0	22
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	3	5	0	3	4	6	0	1	0	0	22

Numerical targets: Year 5

Start date: 01 April 2020

End date: 31 March 2021

Numerical targets for all employees, including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	2	2	0	1	1	2	0	1	0	0	9
Senior management	12	19	0	6	11	16	0	5	0	0	69
Professionally qualified and experienced specialists and mid-management	110	175	4	60	94	148	4	50	0	0	645
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	38	61	1	21	33	52	1	18	0	0	225
Semi-skilled and discretionary decision making	25	39	1	14	21	34	1	11	0	0	146
Unskilled and defined decision making	4	5	0	2	3	5	0	2	0	0	21
TOTAL PERMANENT	191	301	6	104	163	257	6	87	0	0	1115
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	191	301	6	104	163	257	6	87	0	0	1115

Numerical targets for people with disabilities ONLY

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	2	3	0	1	2	3	0	1	0	0	12
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	1	0	0	1	2	0	0	0	0	5
Semi-skilled and discretionary decision making	1	1	0	0	0	2	0	0	0	0	4
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	4	5	0	1	3	7	0	1	0	0	21
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	4	5	0	1	3	7	0	1	0	0	21

5. PROCEDURES TO MONITOR AND EVALUATE THE IMPLEMENTATION OF THE PLAN

All the structures for monitoring and evaluating the progress of the plan should be specified with clear roles and responsibilities for the stakeholders involved including time frames when the monitoring takes place.

STAKEHOLDER	ROLE/RESPONSIBILITY	FREQUENCY
HoD	<ul style="list-style-type: none"> ● Provide leadership and demonstrate personal commitment to the implementation of the affirmative-action measures and the achievement of a representative workforce (demographic goals as contained in the EE Plan). ● Ensure compliance as specified in the Employment Equity Act. ● Provide leadership and demonstrate personal commitment and support for the affirmative-action measures. 	Monthly
EE Manager	<ul style="list-style-type: none"> ● Monitor the implementation of the EE plan. ● Monitor the recruitment and selection process in terms of the demographic targets of the Department (shift required with filling of posts). ● Monitor the representivity trend of the workforce (EE statistics). 	Monthly
EECF	<ul style="list-style-type: none"> ● Review the monthly EE statistics for significant upward or downward trends in the 	Monthly

STAKEHOLDER	ROLE/RESPONSIBILITY	FREQUENCY
	recruitment of staff and workforce representivity. ● Monitor the implementation of the EE Plan.	(Meet Quarterly)
Departmental management (SMS)	● Monitor the recruitment and selection process in their units in terms of the demographic targets of the Department (shift required with filling of posts). ● Report EE matters or concerns to the top management.	Monthly`

6. DISPUTE RESOLUTION MECHANISMS

Any disputes about the implementation or interpretation of the EE Plan will be managed in terms of the prescribed dispute-resolution structures. Disputes that emanate about the implementation or interpretation of this EE Plan will be dealt with in the following manner:

A clear process is to be followed to resolve disputes arising from the interpretation and implementation of the EE Plan, including the responsible persons and time-frames for each step to resolve the dispute. "

6.1 EE Plan not implemented/available/interpretation

The department is required as per Section 20 of the EEA to draft and implement an Employment Equity Plan for a period of not less than one year and not exceeding five years.

Should the department fail to implement an EE Plan the employees has the right to question this.

The following systematic steps should be followed should no EE plan be available within the department:

PHASE 1: The employee and his/her first level (direct) supervisor or EECF Representative:

When an employee discovers that the department has failed to implement the EE plan, he/she can file his/her discontent with his/her direct supervisor or EECF representative. A discussion session should be sufficient to resolve the matter and this should be done in writing and within 30 days.

Timeframe: The direct supervisor/EECF representative should revert back to the employee within *10 working days*.

PHASE 2: The employee and the EECF Chairperson/Manager

If the first level (direct) supervisor or EECF representative cannot provide reason/s for lack of implementation plan, the matter can be referred to the EECF Chairperson/Manager.

The first level (direct) supervisor/EECF Representative should preferably be present during the discussion sessions. At this point the disagreement must be in writing and all parties are to document their cases and keep record of their deliberations.

Time frame: The parties should reach agreement within fifteen working days.

PHASE 3: Grievance Procedure

If a matter remains unresolved, an employee still has recourse to the formal Grievance Procedure and will feed in where an Investigating Officer is being appointed.

Time frame: As prescribed in the Grievance Procedure.

Each phase in the process is signed off by means of completing the prescribed form.

The flow diagram in paragraph 7 (figure 1) illustrates the process of dealing with difficulty in reaching agreement if a departmental EE Plan not implemented.

Process of EE Plan not implemented/available/interpretation

<p>Phase 1: The employee and her/his first level (direct) supervisor/EECF Representative.</p>	<p>The employee meets with her/his first level (direct) supervisor/EECF Representative. Discussions focus on reaching agreement. Disagreement should be in writing (initially orally will suffice). If settled, sign off and continue the process.</p>	<p>Timeframe: 30 Working Days</p>
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If not settled, go to Phase 2



<p>Phase 2 The employee and the second level supervisor.</p>	<p>Employee and first level (direct) supervisor meet with the second level supervisor. The disagreement is put in writing and all deliberations documented. If settled, sign off and continue the process.</p>	<p>Time frame: 15 working days.</p>
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If not settled, go to Phase 3



<p>Phase 3</p> <p>Grievance Procedure.</p>	<p>If the matter still remains unresolved, recourse may ultimately be had to the formal Grievance Procedure and will feed in where an Investigating Officer is being appointed.</p>	<p>Time frame: as prescribed in the Grievance Procedure.</p>
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7. GRIEVANCES OVER UNFAIR DISCRIMINATION

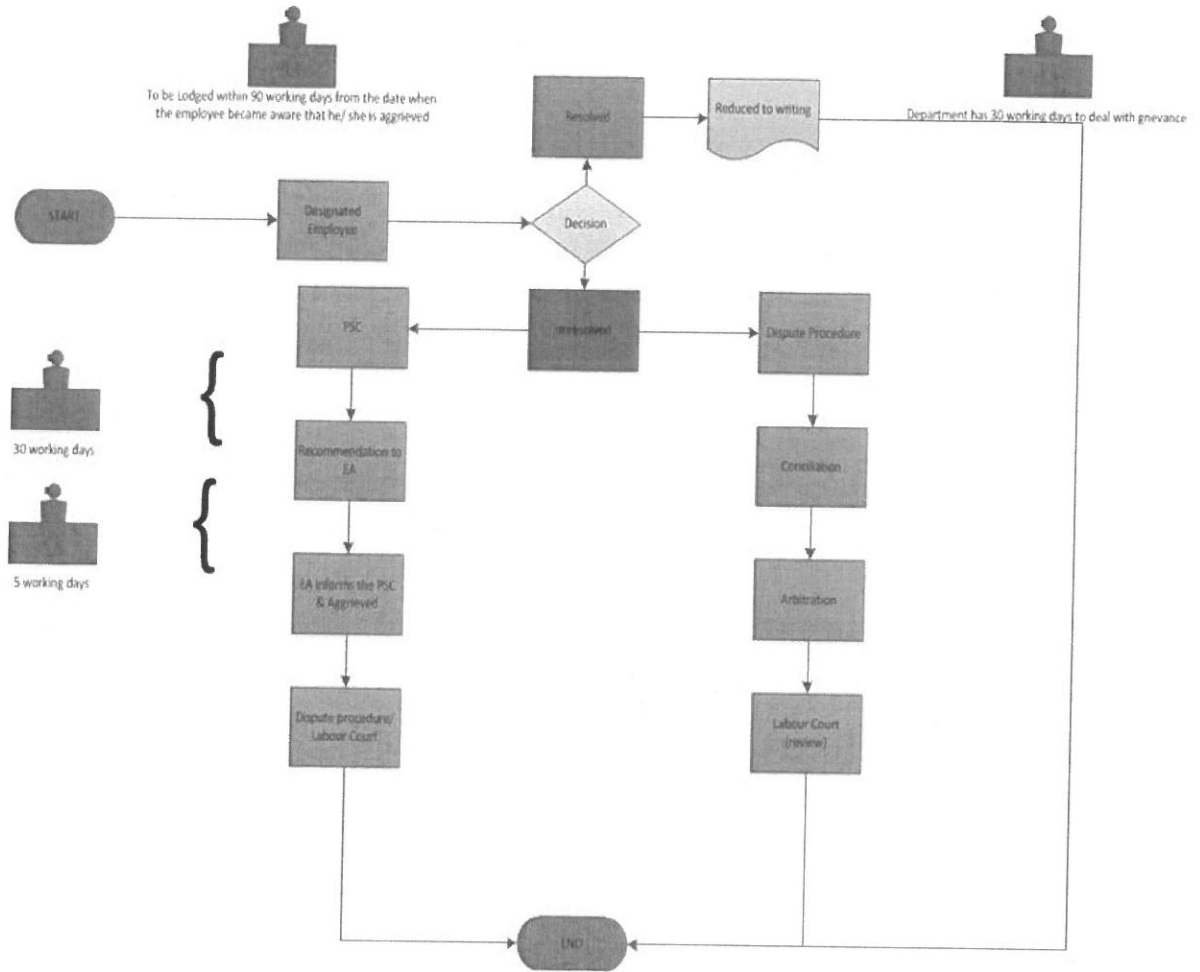
In the event of a dispute or complaint around unfair discrimination or any other matter related to employment equity, employees might use any of the following mechanisms to seek redress:

Approach their line manager or raise the matter with the relevant Employment Equity Consultative Forum (EECF) representative or

File a grievance as per the normal procedure (see flow diagram below), which is available at http://intrawp.pgwc.gov.za/Blue_Pages/Grievance.asp

Any allegations of unfair discrimination by an employee must be dealt with in terms of the formal grievance procedures. Should the grievance not be resolved at departmental level, the matter then becomes a formal dispute and the employee may refer it to the CCMA for conciliation and/or arbitration in terms of section 10 of the LR Act.

Figure 1



8. SENIOR MANAGERS ASSIGNED TO MONITOR AND IMPLEMENT THE PLAN

STAKEHOLDER	ROLE/RESPONSIBILITY	FREQUENCY
HoD	<ul style="list-style-type: none"> ● Provide leadership and demonstrate personal commitment to the implementation of the affirmative-action measures and the achievement of a representative workforce (demographic goals as contained in the EE Plan). ● Ensure compliance as specified in the Employment Equity Act. ● Provide leadership and demonstrate personal commitment and support for the affirmative-action measures. 	Monthly
EE Manager	<ul style="list-style-type: none"> ● Monitor the implementation of the EE plan. ● Monitor the recruitment and selection process in terms of the demographic targets of the Department (shift required with filling of posts). ● Monitor the representivity trend of the workforce (EE statistics). 	Monthly
Departmental management (SMS)	<ul style="list-style-type: none"> ● Monitor the recruitment and selection process in their units in terms of the demographic targets of the Department 	Monthly

STAKEHOLDER	ROLE/RESPONSIBILITY	FREQUENCY
	<p>(shift required with filling of posts).</p> <ul style="list-style-type: none"> ● Report EE matters or concerns to the top management. 	

9. ROLES AND RESPONSIBILITIES

The ultimate responsibility for employment equity in the Department rests with the Head of Department. Hence, the application and execution of various equity matters as contemplated in the EEA rests with the Department.

The following is a summary of the roles and responsibilities of various role-players in the Department, but it is not limited to these as specified:

9.1 HoD and Management

The Head of Department and Management are responsible for the following functions in relation to employment equity implementation:

- Provide leadership and demonstrate personal commitment to the implementation of the affirmative-action measures and the achievement of a representative workforce (demographic goals as contained in the EE Plan).
- Ensure compliance as specified in the Employment Equity Act.
- Provide leadership and demonstrate personal commitment and support for the affirmative-action measures.

9.2 Departmental top management

The departmental top management is responsible for the following functions in relation to employment equity implementation:

- Demonstrate commitment to reach the demographic goals of the Department.

- Actively promote transformation by holding managers responsible for implementing the affirmative-action measures and demographic targets in their units.
- Scrutinise and take action on reports provided by the EE manager that indicate possible discrimination and/or deviations from the EE Plan or EEA.

9.3 Senior managers

The Senior Managers are responsible for the following functions in relation to employment equity implementation:

- Show commitment to reach the demographic goals of the Department.
- Monitor and maintain a representative workforce in the directorate or unit.
- Ensure that the recruitment of staff complies with the demographic targets as indicated in the EE Plan.
- Promote awareness in the directorate or unit about the EEA objectives as set out in the EE Plan.
- Initiate or discuss possible affirmative-action programmes or action plans for the respective component with the EE Manager and Top Management in order to assist with transformation in the Department. These AA programmes could be included in the EE Plan once support is granted by HoD or EEM and EECF.
- Ensure that time is allocated for feedback in the directorate by the EECF members. Allow EECF members to attend the bi-annual meetings.

9.4 EE manager

The EE Manager is appointed by the HoD to execute the functions as contemplated in the EEA on behalf of the Department. The functions include, but are not limited to, those listed below:

- Represent the employer as EE Manager on the EECF and act as chairperson at the EECF meeting if the appointed chairperson is absent.
- Report directly to the HoD on the status of employment equity in the Department and bring any discrepancies or concerns from the EECF to the immediate attention of the HoD.
- Monitor the recruitment process (filling of posts) in terms of the demographic goals of the Department.
- Assist with the preparation, consultation and implementation of the EE Plan, as referred to in terms of section 20 of the EE Act.
- Assist with the preparation and consultation of the annual EE report to the Department of Labour as referred to in Section 21 of the EE Act.
- Ensure visibility or the display of the summary of the EE Act, EE Plan, EE Reports and/or any other document applicable, at each premises of the workplace as required in terms of Section 25 of the EE Act.
- Assist senior managers with availing the required budget resources to facilitate the implementation of employment equity in the Department. This includes the provision of access to/ or accessibility in buildings, and reasonable accommodation (technical assistance and assistive devices) to support persons with disabilities.
- Assist and ensure that all employees of the Department, including the elected EECF members, are sensitised to employment-equity matters on an ongoing basis.

9.5 EECF

The EECF will consist of employer and employee representatives and will be guided by a Terms of Reference (TOR).

- EECF members have the responsibility to ensure that the interests of employee group(s) that they represent in the EECF are suitably addressed and feedback is provided to the employee groups.
- Responsible to participate in all consultation processes and attend the EECF meetings.
- Bring EE matters, regarding any employee that may have been adversely affected by any of the HR policies and practices in the workplace, to the attention of the EECF.
- Assist with the implementation of the EE Plan and the execution of compliance issues as indicated in the EEA.
- Examine the workforce profile in terms of representivity (monthly EE statistics) to determine the trend and degree of under-representation of the grouping of employees represented.

9.6 Corporate Services Centre (CSC)

In line with the Service Level Agreement (SLA) and service schedules thereto, the CSC is responsible for the following support activities:

- Execute and assist the Department with the employment-equity functions as contained in the SLA.
- Assist the Department with the drafting and consultation of the successive EE Plan and annual report to the Department of Labour.
- Execute the secretariat function of the EECF in consultation with the chairperson and/or the EE Manager.
- Review and amend HR policies, practices and procedures that have been identified as barriers to equity.

- Incorporate and apply HR strategies that are identified as affirmative-action measures.
- Handle grievances and disputes.

Employees

Although indirectly responsible for implementation, the following is expected from each employee:

- To be familiar with the content of the EE Plan.
- Should realise that they also have an obligation with regard to their career planning and self-development and they should make use of all available opportunities to gain the necessary exposure and experience.
- Ensure that their representatives supply feedback about the consultation process as applicable.
- Use the channel of representivity presented by the EECF members when an employee wishes to bring employment equity or discrimination matters to the attention of the EECF.

10. CONCLUSION

This EE Plan 2016 -2021 confirms the Department's commitment to employment equity and transformation.

The EE Plan will focus on setting targets to address the issue of representivity and the implementation of positive AA measures to ensure the attainment of these targets. It is necessary, though, to be mindful of the fact that while trying to attain the representivity goals, capacity building and enhancement of skills among staff to promote an effective workforce must remain paramount to ensure the optimum productivity of employees.

The EE Plan is not a static document. Circumstance change on a monthly basis due to staff mobility and organisational changes and the EE Plan must, therefore, be adjusted and adapted accordingly.

The Department prides itself on being a leader in aspects relating to transformation, it values diversity and promotes substantive equality.

The Department will endeavour to promote substantive equality by providing all persons with fair opportunities to seek employment, to develop their potential and to work in an equitable and supportive work environment. The Department values the diversity of all its employees.

SIGNATURE OF THE CHIEF EXECUTIVE OFFICER/ACCOUNTING OFFICER

Chief Executive Officer/Accounting Officer

I BRENT GERBER (full Name) CEO/Accounting Officer
of

DEPARTMENT OF THE PREMIER

hereby declare that I have read, approved and authorized this EE Plan.

Signed on this 3rd day of MARCH year 2016

At place: CAPETOWN


Chief Executive Officer /Accounting Officer

