



EMPLOYMENT EQUITY PLAN

MTEF PERIOD 2018/19 – 2020/21

Departmental Contact Details:

Contact Person	T N Yakopi
Designation	Senior Manager Human Resource Management
Component	Human Resources
Telephone No.	043 492 0291
Cell phone No.	082 4414 207
E-mail Address	tobeka.yakopi@ecsrac.gov.za

Table of Contents

Signing off
Introduction
Duration of the Plan
Demographics and Equity Profiles
Numerical Targets
Barrier to Implementing the Plan
Policies and Practices
Affirmative Action Measures
Monitoring and Evaluation of the Plan

1. Sign off from the Department

The Employment Equity Plan has been reviewed by M. Matutu in my capacity as the Head of Department.

I am satisfied and concur with the contents of this Employment Equity Plan and am confident it will assist the Department in achieving its employment equity strategic objectives for the defined period.

Signed	
Designation	Head of Department
Date	18/04/2018

Introduction

2.1 The purpose of this plan is to guide managers and employees in the Department in the implementation of measures aimed at giving effect to the right to equality as entrenched in the Constitution and legislation by:

- (a) Eliminating all forms of unfair discrimination in employment practices; and
- (b) Implementing affirmative measures that seek to proactively equalize employment opportunities for black people, women and persons with disabilities as a means of eliminating their systematic unfair discrimination and inequality due to historical injustices.

The plan objectives include:

- (a) Prohibiting and eliminating all forms of unfair discrimination in employment within the Department;
- (b) Prohibiting, preventing and eliminating sexual harassment;
- (c) Recommitting the Department to the implementation of affirmative action and elaborating the Department 's holistic approach to affirmative action;
- (d) Ensure accountability for the elimination of discrimination and implementation of affirmative action;
- (e) Providing for internal redress for violations of rights relating to non-discrimination, harassment and other equality elements; and
- (f) Providing a framework for:
 - i. Identifying and eliminating persisting forms of discrimination and inequality in the Department as a work place;
 - ii. Reviewing current affirmative action measures with a view to implementing a comprehensive affirmative action programme that goes beyond numbers and accelerates the realisation of employment equity goals in the Department;
 - iii. Aligning skills development measures with employment equity objectives;
 - iv. Enhancing departmental compliance with national and international obligations on the promotion of workplace equality and decent work; and
 - v. Ensuring that all managers and personnel involved in human resources practices that have an impact on workplace equality are held accountable for their action.

3. Duration of the Plan

The Department has decided on an Employment Equity Plan with a term of three years, covering the MTEF period 2018/19 to 2020/21.

4. Demographics and equity profiles

Occupational Levels	Male					Female					Foreign Nationals		Total
	A	C	I	W		A	C	I	W		Male	Female	
Top management	2	-	-	1		1	1	-	-		-	-	5
Senior management	13	1	-	1		8	-	-	-		-	-	23
Professionally qualified and experienced specialists and mid-management	103	8	1	8		93	1	-	9		-	-	223
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	199	8	-	8		346	13	-	16		-	-	590
Semi-skilled and discretionary decision making	85	3	-	1		108	8	0	1		-	-	206
Unskilled and defined decision making	50	5	-	1		42	5	-	-		-	-	103
TOTAL PERMANENT	452	25	1	20		598	28	0	26		-	-	1150
Temporary employees	53	-	-	-		34	1	-	-		-	-	88
GRAND TOTAL	505	25	1	20		632	29	0	26		-	-	1238

Disabilities

Occupational Levels	Male					Female					Foreign Nationals		Total
	A	C	I	W		A	C	I	W		Male	Female	
Top management	-	-	-	-		-	-	-	-		-	-	0
Senior management	-	-	-	-		-	-	-	-		-	-	0
Professionally qualified and experienced specialists and mid-management	5	-	-	-		1	-	-	-		-	-	6
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	6	-	-	1		-	-	-	-		-	-	7
Semi-skilled and discretionary decision making	3	-	-	-		1	-	-	-		-	-	4
Unskilled and defined decision making	-	-	-	-		-	-	-	-		-	-	-
TOTAL PERMANENT	14	-	-	1		2	-	-	-		-	-	17
Temporary employees	-	-	-	-		-	-	-	-		-	-	-
GRAND TOTAL	14	-	-	1		2	-	-	-		-	-	17

Representivity Profiles for Males and Females

In total there is over representative of African females (both permanent and temporal) whilst there is under representative of coloureds, Indians and whites.

When looking at various occupational management levels there is over representative of African males except for junior management level where there is over representatively of African Females. The work force in lower levels is populated mostly by African Females. Generally, across the occupational levels there is under representative of coloureds, Indians and whites

Representatively Profiles in terms of disability

In total there is over representative of African males with disabilities whilst there is under representative of coloureds, Indians, whites and African females.

In Top and Senior Management levels, there is no representative of people with disabilities whilst across all other occupational levels there is under representative of people with disability.

Generally, there is under representative of people with disability in the Department.

5. Numerical Targets

The previous Plan has assisted the department in addressing issues of race, however the Plan felt short in addressing the issues of gender and disability especially in the management and critical positions. In the current plan more focus is given in these two main areas.

The department will adopt the Provincial Employment Equity targets on gender and disabilities which are as follows:

50% of new recruits must be women
2% must comprise of people with disability

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top management	-	-	-	1	-	-	-	-	1
Senior management	-	-	-	-	3	2	-	1	6
Professionally qualified and experienced specialists and mid-management	-	-	-	2	15	5	-	3	25
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	-	-	-	2	-	-	-	-	2
Semi-skilled and discretionary decision making	-	-	-	-	-	-	-	-	0
Unskilled and defined decision making	-	-	-	-	-	-	-	-	0
TOTAL PERMANENT	0	0	0	5	18	7	0	4	34
Temporary employees	-	-	-	-	-	-	-	-	0
GRAND TOTAL	0	0	0	5	18	7	0	4	34

Occupational Levels	Male			Female						Foreign Nationals			Total
	A	C	I	W	A	C	I	W	Male	Female			
Top management	2	-	-	-	1	1	-	-	-	-	-	4	
Senior management	13	1		-	8	1						24	
Professionally qualified and experienced specialists and mid-management	103	8	1	8	93	1	-	9	-	-	-	223	
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	199	8	-	8	346	13	-	16	-	-	-	590	
Semi-skilled and discretionary decision making	85	3	-	1	108	8	-	1	-	-	-	206	
Unskilled and defined decision making	50	5	-	1	42	5	-	-	-	-	-	103	
TOTAL PERMANENT	452	25	1	20	598	28	-	26	-	-	-	1151	
Temporary employees	53	-	-	-	34	1	-	-	-	-	-	88	
GRAND TOTAL	505	25	1	20	632	29	-	26	-	-	-	1239	

Occupational Levels	Male					Total	Female					Total	Current Vacant Positions	Target To Recruit		Comments
	A	C	I	W			A	C	I	W				Male	Female	
Top management	2	-	-	-	2		1	1				2	2	0	0	The two vacancies to be filled by one male and one female.
Senior management	13	1	-	-	14		8	1	-	-		9	0	0	4	Any post that get to be vacant shall be replaced by a female
Professionally qualified and experienced specialists and mid-management	103	8	1	8	120		93	1	-	9		103	19	0	18	Any post that get to be vacant shall be replaced by a female
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	199	8	-	8	215		346	13	-	16		375	24	141	0	Any post that get to be vacant shall be replaced by a Male
Semi-skilled and discretionary decision making	85	3	-	1	89		108	8	-	1		117	17	31	0	Any post that get to be vacant shall be replaced by a Male
Unskilled and defined decision making	50	5	1	1	56		42	5	-	-		47	46	0	9	Any post that get to be vacant shall be replaced by a Female
GRAND TOTAL					498							653	108	172	36	

6. Barriers to Implementing the Plan

The following were identified as barriers in implementing the 2008 – 2012 Employment Equity Plan:

Poor implementation of Performance Management as a means to train and develop designated employees

Non-recognition of potential to support mentoring, coaching and career planning programmes

Lack of commitment and motivation to implement Employment Equity Targets

High staff turnover especially designated groups

Promotion through job hopping

Resistance to change

7. Policies and Practices

Title	Date Approved	Status	How communicated
Code of ethics/conduct	2009-06-22	Approved	Every year the copies are distributed amongst the employees and signed for it
Recruitment Manual	2016-02-05	Approved	Copies distributed amongst the employees and signed for it. Potential panel members trained. Organised labour workshopped. Policy review done with stakeholders.
Career Path development & Talent Management		Approved	Distributed to all via circular
Performance management framework / policy		Approved – Provincial Policy	Framework has been circulated to all employees. Training conducted for PMDS panels.
Delegations of authority matrix	2017-11-28	Approved and signed by HOD and EA.	Refresher training conducted every cycle of contracting. Circulated to all Senior Managers and District Offices personnel.
Workplace Policies: HIV & AIDS	2018-02-25	Approved.	Circulated to all Senior Managers and District Offices personnel.
Leave Policy	2010-06-01 Addendum	Approved Addendum Approved	Addendum circulated to all departmental employees.
Overtime Policy	2010-06-01 Addendum: 2018-01-30	Consultation Addendum Approved	Circular on Addendum circulated to all departmental employees
Resettlement On Transfer	2010-12-01	Consultation	Three consultation sessions conducted
Termination Procedure Manual	2010-12-01	Consultation	Three consultation sessions conducted
Recognition of Prior Learning		Awaiting Authorisation	Consultation completed
Internship Policy		Awaiting Authorisation	Consultation completed

Bursary Policy	2013-10-07	Review process & Awaiting for Authorisation	Consultation completed
Learnership Policy		Awaiting Authorisation	Consultation completed
Training Policy		Awaiting Authorisation	Consultation completed
Subsistence and Travelling Allowance	2008-06-08	Consultation	Consultation not yet completed
Labour Relations Policy	2010-06-01	Consultation	Consultation not yet completed
Sexual Harassment		Approved	Circulated to all Senior Managers and District Offices personnel.
Flexi-Time		Consultation	Three consultation sessions conducted
Employment Equity Policy		Draft	

8. Affirmative Action Measures

Recruitment and Selection		
Policies & Practices	Situational analysis	Measure to be taken
Recruitment Procedures and Processes	Lack of Numerical goals Opportunities for internal promotion of females at management level not enhanced	Numerical goals determined for all levels and categories Vacancies below level 13 be advertised internally within the department. In case where there is no suitable candidate the post will be advertised externally.
Selection, screening and shortlisting	Employment criteria must be appropriate to the requirements for the job.	All candidates are assessed against the specific job requirements as advertised and then shortlisted in compliance with EEA guidelines for suitable qualified candidates.
Advertisements	Advertisements not reaching the required designated groups	Conduct Head Hunting
No special effort to identify positions for disabled employees	There is under representative of People with Disabilities across the entire organisation.	Advertisements for all vacancies are placed in all centres or institutions and connect with institutions aimed at capacitating people with disabilities. Create Departmental data base on People with Disabilities Head hunt People with Disabilities
Training and development		
Induction & orientation - Inadequate guidance for new employees.	Timeous and structured induction programmes, including all policies, for new employees to be provided.	Induction sessions for all new employees linked to DPSA induction programme
Focused training and development -	Training initiatives Inadequate to assist employees to overcome identified educational and experience deficiencies.	Introduction of mentoring and coaching programmes Develop a leadership policy aimed at supporting Women and People with Disability Capacity building of Senior Managers on Gender Mainstreaming and Job Access Strategies Develop target leadership programmes for Women and People with Disabilities
Performance related training	Development plans are not linked to the formal performance appraisal.	The training and development plans of employees to be linked to the performance appraisal system. This implies that line managers will, in consultation with employees, formulate and address

		deficiencies in the work performance as well as enhance the employee's promote-ability through focused training.
Performance Management		
Performance Management System Implementation	Department has no culture of performance management system	Establishment of a culture of performance management through the policy and system that will address the relevant aspects mentioned while being in accordance with accepted principles, standards and practices.
Key Performance Areas	There is no organisational culture which is responsive to appointment of people with disability and women	Incorporate achievement of disability targets and women into performance agreement of senior managers
Retention		
Exit interviews	Reasons for exodus of staff is not part of Management Information System	Retention policy has been approved to keep high potential designated employees long enough for them to be promoted. Terminations and reasons for terminations are documented. Reporting to also reflect reasons for termination to determine specific trends and reasons.
Outstanding performance not recognised.	No incentive policy in place	Develop and implement a Departmental Incentive Policy
Career Planning and Succession Planning		
Career Planning	Absence of formal career and succession planning policy	Develop and implement succession planning policy
Management Practices and Style		
Communications	There is poor communication of management policies within the department	Promotion of a transparent and networked system of communication to enable proper communication of policies and strategies. New strategies to be deployed as part of the overall HR initiative for improved communications to all staff.
Commitment	Inadequate commitment of senior and line management to EE, with the process been driven mostly by the personnel department.	Senior employees assigned to drive the process of AA and EE as is required by legislation and EE forms part of the key performance targets of management.
Visibility	Senior management not adequately visible to employees.	

Corporate Culture	Perceptions can be established that human resources and the development of staff are not so important.	
	Attitudes not conducive to achieve gender equality There are no structures that focus on promoting representation and empowerment of designate groups Workplace not conducive for women empowerment	Create awareness campaigns on Gender Mainstreaming and Job Access Strategies as well as Sexual Harassment Policy Establish a Departmental Women's Forum Establish a Departmental People with Disability Forum Develop and implement a Flexi-time policy Establish a child care facility

9. Monitoring and Evaluation of the Plan

Human Resource will keep all records pertaining to the Employment Equity Plans and Audits

Human Resource will report on an annual basis by October and / January of each year on achievement of the Employment Equity targets

The Employment Equity Forum will sit once a quarter to monitor and evaluate progress and all the minutes of the meetings will be kept by human resources.

The Employment Equity targets in this Plan will be revised annually by the 31 of March

Achievement of Employment Equity targets will be quantitative target in all senior Management's performance agreements.